Giving in Numbers

2017 EDITION

An in-depth analysis of 2016 corporate giving and employee engagement data from the world's largest companies.

IN ASSOCIATION WITH
THE CONFERENCE BOARD
Trusted Insights for Business Worldwide

CECP

ABOUT CECP

CECP is a CEO-led coalition that believes that a company's social strategy—how it engages with key stakeholders including employees, communities, customers, and investors—determines company success. Founded in 1999 by actor and philanthropist Paul Newman and other business leaders to create a better world through business, CECP has grown to a movement of more than 200 of the world's largest companies that represent $7 trillion in revenues, $18.6 billion in societal investment, 13 million employees, and $15 trillion in assets under management. CECP helps companies transform their social strategy by providing customized connections and networking, counsel and support, benchmarking and trends, and awareness building and recognition. Visit cecp.co.

ABOUT THE CONFERENCE BOARD

The Conference Board is a global, independent business membership and research association working in the public interest. Its mission is unique: To provide the world's leading organizations with the practical knowledge they need to improve their performance and better serve society. The Conference Board conducts research and hosts webcasts and conferences on corporate philanthropy, citizenship, sustainability, and other corporate leadership issues. For more information, visit www.conference-board.org/givingthoughts.

Download additional copies of this report at: cecp.co/home/resources/ or conference-board.org/publications.

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Preface

The corporate world continues to face many opportunities, not only in terms of improving financial performance, promoting long-term vision among investors, adjusting to changing markets, and customer preferences, but also in terms of promoting corporate societal engagement. Large companies continue their commitment of being a force for good in many more ways than before. Evolving societal needs along with internal strategic decision making and limited resources dictate how companies will support their communities.

In the last year CECP has witnessed how corporate societal investments are planned strategically and remained resilient despite an uncertain geopolitical environment. As explored in this report, CECP Pulse helped identify companies' responses to changes in public policies and other societal events.

This year's *Giving in Numbers* benchmark delves into the corporate sector's interconnection with society. This complex connection requires Corporate Social Responsibility (CSR) teams' creativity when it comes to:

- Contributing to make companies more attractive to more candidates that seek a workplace where they can fulfill their sense of professional/personal purpose.
- Allocating internal resources to be invested in selected societal causes.
- Navigating the particularities of their industry.
- Picking purposefully what societal outcomes to assess, and reporting options when it comes to sharing data.
- Stepping up and responding to a tumultuous sociopolitical environment.
- Designing non-traditional and cross-functional options of giving back to society that go beyond cash and in-kind contributions.
- Maximizing employee engagement by finding appealing volunteer and matching-gift programs.
- Developing deeper and more efficient relationships with grantees.

Certainly, CSR teams share a big responsibility and adjust to a rapidly shifting societal and corporate environment. Their responsibility includes helping their CEOs succeed in their goal of leading progress towards long-term societal improvement.

I want to thank all companies that continued showing support to CECP's mission of creating a better world through business and participated in *Giving in Numbers: 2017 Edition*. You made these insights available to many investors, CSR staff, academics, journalists, and other professionals from all sectors who will continue to keep a copy of this corporate benchmarking tool within reach of their desks.

A special thanks to the companies that helped CECP advance research in this field and sponsored this study: Citi Foundation, Newman's Own Foundation, PwC US, USAA, and The Travelers Companies, Inc.

Please do not hesitate to contact me at asolorzano@cecp.co to continue this conversation and share your ideas.

Looking forward to an insightful year ahead,

André Solórzano
Report Author
Manager, Data Insights, CECP

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Trends Summary

SELECTED KEY FINDINGS

Total giving increased:

Nearly half (48%) of 209 companies' median total giving in a three-year matched set between 2014 and 2016 increased by 2.3%. The same percentage of companies (48%) that were able to estimate giving changes from 2016 to 2017 expected no changes in their contributions. See more on giving trends on page 8 and more about expected changes in total giving on page 10.

Both increases and decreases of aggregate total giving were driven by Health Care subindustries:

Companies in the facilities/medical equipment subindustry accounted for three quarters of the aggregate decrease in total giving across the board. On the other side, pharmaceutical companies drove the largest proportion of the aggregate total giving increase across industries. See page 8.

Culture and Arts is on the rise:

More and more research is presenting the increasing relevance of Culture and Arts among companies as a cause area, as well as the positive impact this program area has in the wellbeing of communities. *Giving in Numbers* data also revealed that Culture and Arts grew the most among program areas in terms of cash giving. See page 12.

Deeper partnerships:

Companies are seeking deeper impact of their grants through having fewer recipients, fewer grants, more grants per FTE, and larger grant size. Companies are allocating their giving resources into the program area they consider their strategic/signature program (six of ten companies). This consistency is higher among companies that allocate even more giving into that strategic program (seven of ten companies). See page 13.

Measuring outcomes became a more widespread practice:

Demonstrating assessment of the societal impact or outcomes of corporate initiatives remains a prevalent practice. More companies, in a three-year matched set, increased their measurement of societal outcomes and/or impacts of at least one grant: from 85% in 2014 to 87% in 2016. Most commonly, companies focused their measurement efforts on strategic programs. Companies that measured societal outcomes and/or impacts only on select grants managed more recipients and grants compared to those that measure societal outcomes and/or impacts across all grants. See more on measurement of societal outcomes on pages 26 and 27.

Context: State of the Industry

This section provides analysis of current corporate sociopolitical context, recent corporate trends, and the future corporate outlook.

KEY FINDINGS IN THIS SECTION:

- Despite a changing sociopolitical context, half of corporate leaders hold steady in their societal investment strategies.
- Total giving increased in the last three years.
- Health Care drove the largest giving fluctuations in the last three years with different subindustries driving increases and decreases.
- Corporate purpose is associated with better financial performance.
- Corporate leaders are aware of the areas of improvement when it comes to developing business strategies to be more long-term oriented.

PURPOSE AND PERFORMANCE

PURPOSE AND PERFORMANCE

Giving in Numbers data reaffirmed that purpose and financial performance are not mutually exclusive. Companies that increased total giving between 2014 and 2016 by 10% or more had higher median growth rates between 2014 and 2016 in terms of revenues (+4.1%) and pre-tax profits (+7.6%) than all other companies. All other companies with total giving growth rates of less than 10% saw negative median revenue growth rates (-6.1%) and negative median pre-tax profit growth (-6.4%). This does not imply a causation but an association of the intrinsic relationship between financial performance and addressing the needs and desires of societal stakeholders. EY Beacon Institute and Harvard Business Review's (HBR) report *The Business Case for Purpose* found that 58% of companies with a clear sense of purpose increased revenues by more than 10% in the last three years, compared to 42% among companies with a less clear sense of purpose.

CEOS BUILDING PURPOSE

CEOs are aware of the importance and challenges of conveying their companies' sense of purpose to improve employees' satisfaction and productivity.

At CECP's 2017 Board of Boards convening, 64% of CEOs stated that purpose is a powerful motivator for their companies. However, they also recognize the challenges companies face when helping employees understand companies' sense of purpose: less than half of CEOs claimed all their employees know/understand their companies' greater purpose.

The Business Case for Purpose report identified poor communication from top leadership as the biggest purpose-driven barrier among companies that don't understand or communicate purpose well. The report also described that 89% of global executives claimed a strong sense of collective purpose drives employee satisfaction. Imperative's *2016 Workforce Purpose Index* also identified that purpose-oriented people are more satisfied in their jobs than those who aren't (73% vs. 64%).

ESG/SUSTAINABILITY RELEVANCE

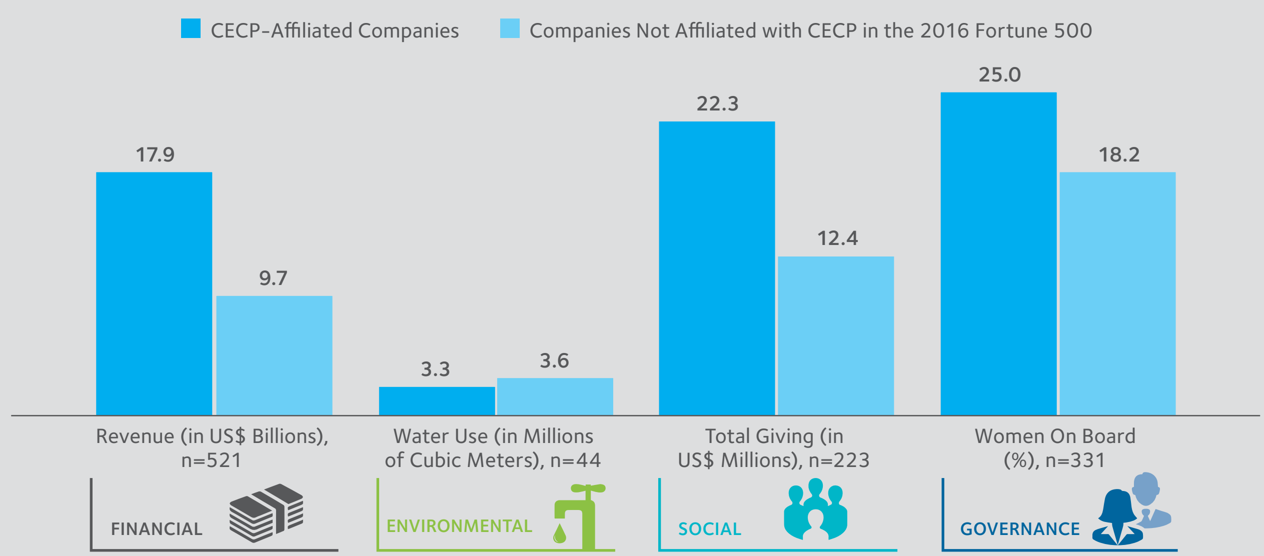
Environmental, Social, and Governance (ESG) metrics are increasingly acknowledged as key investment and financial performance factors.

However, giving professionals have to prioritize among hundreds of options when reporting ESG value, as shown in the Global Initiative for Sustainability Ratings' (GISR) *Compilation of Corporate Sustainability (ESG) Ratings, Rankings and Indexes (RRIs).* The Sustainability Accounting Standards Board's (SASB) *2015 Annual Report* states that investors increasingly acknowledge that companies' ESG performance, disclosure, and standardization of metrics can minimize downside risk and maximize upside opportunity.

A comparison of companies affiliated with CECP and other multibillion-dollar companies in the Fortune 500 and not affiliated with CECP continues to reveal a connection between financial and ESG performance, as well as a strong commitment to corporate societal engagement. As illustrated in Figure 1, large corporations affiliated with CECP outperformed all other companies in the Fortune 500 in several relevant financial and ESG metrics in 2016.

FIGURE 1

Corporate Performance Snapshot
Environmental, Social, and Governance (ESG) and Financial Performance, Medians, 2016



TOTAL GIVING TRENDS

INCREASING GIVING

Median total giving increased by 2.3% among nearly half of 209 companies (48%) that provided their contributions data in all years between 2014 and 2016. Despite aggregate pre-tax profit and revenue decreases among all companies in a three-year matched set, there was a relative increase in terms of the ratio of total giving as a percentage of revenue and pre-tax profit between 2014 and 2016. This reflects that, in overall terms, companies remained committed to giving budgets despite challenging financial performance at an aggregate level. However, as seen on page 7, giving was greater among companies with a more robust financial performance.

Three-Year Matched Set, Inflation-Adjusted, Medians, All Companies	2014	2016
Total Giving (in US$ Millions), N=209	$20.7	$21.2
Total Giving as a % of Revenue, n=190	0.12%	0.13%
Total Giving as a % of Pre-Tax Profits, n=159	0.84%	0.91%

REASONS FOR CHANGE IN GIVING

Changes in corporate contributions can be driven by internal decisions, as well as external economy demands. *Giving in Numbers* respondents cited numerous factors for changes in corporate giving in 2016, compared with 2015.

Reasons cited for giving increases:

- Review of societal investment areas;
- Improving business performance for companies;
- Operational changes: foundation launched, change in grantmaking process;
- Increase in product or property donations; and
- International giving expansion.

Reasons cited for giving decreases:

- Declining business performance;
- Divestiture, public/private shift, or other structural change;
- Decline in funding for Corporate Foundation or Corporate Social Responsibility department; and
- Decline in product or property donations.

Thirty-five percent of companies that maintained their giving level in 2016 versus 2015 said they did not expect significant changes in giving in 2017. Another 35% of these companies expected increases of between 2% and 10%.

HEALTH CARE

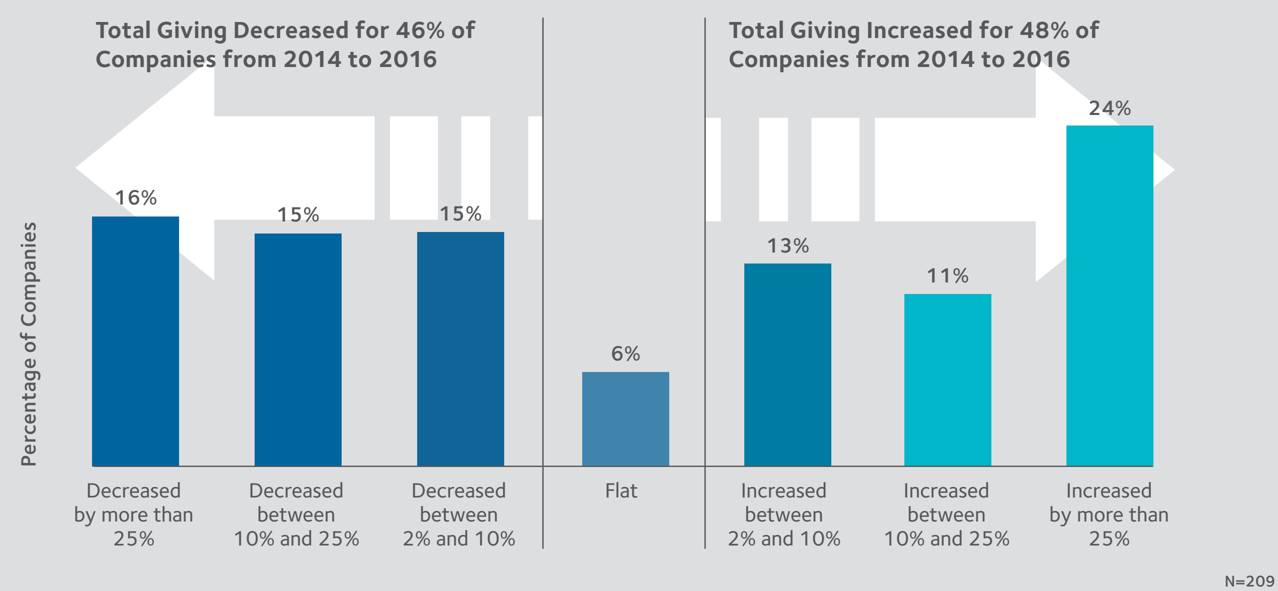
The Health Care industry drove the largest changes in aggregate total giving in terms of both increases and decreases across all industries. These fluctuations were determined by differences in subindustries. Overall, the Health Care industry decreased its median total giving by 37% between 2014 and 2016.

Health Care increasers: Among all companies that increased giving (n=100), the Health Care industry accounted for half of the aggregate increase in giving across the board. This increase came mainly from pharmaceutical companies that didn't see major changes in funding type (cash vs. in-kind).

Health Care decreasers: Among all companies that decreased giving (n=96), the Health Care industry also accounted for 76% of the aggregate decrease in total giving across the board. This decrease was mainly driven by companies in the facilities/medical equipment subindustry. Political uncertainty surrounding the U.S. presidential election and potential reforms to the current health care system may have affected this sector. Facilities/medical equipment companies also experienced reassessments of strategic program priorities and beneficiaries and saw reductions in product donations.

FIGURE 2

Distribution of Companies by Changes in Total Giving Between 2014 and 2016, Inflation-Adjusted, Matched-Set Data



CURRENT SITUATION

GLOBAL OUTLOOK

The world has undergone numerous sociopolitical events that have shaped the business environment in the last year. In particular, large corporations in the U.S. witnessed a surprising presidential election, the withdrawal of the U.S. from the Paris Agreement, an Executive Order to restrict foreign entry, and mass shootings, among other destabilizing events. The rest of the world has also experienced various sociopolitical developments that directly and indirectly affected the corporate world: The United Kingdom referendum to leave the European Union, political turmoil in Brazil and Venezuela, outbreak of the Zika virus, nuclear tensions with North Korea, the fight against ISIS, terrorist attacks in large cities, and many more. The near future remains uncertain. According to the OECD's *Global Economic Outlook*, aggregated and per capita global 2018 GDP growth is projected to increase from 2017 but still below historical rates. Labor markets haven't fully recovered and real wage growth remains slow. The Conference Board's *Global Economic Outlook 2017* shows that the global Economic Policy Uncertainty Index has reached its highest level since its creation.

ROLE OF CEOS AND CORPORATIONS

The corporate sector has acknowledged the need to show in many ways its standing towards some of these global sociopolitical events.

At CECP's Board of Boards, 66% of responding CEOs considered it their companies' role to lead progress toward long-term societal improvement. Advocacy efforts are expected by the public as shown in the *2016 Edelman Trust Barometer*, which revealed that 80% of respondents agree that CEOs should be personally visible when discussing societal issues. In light of the current sociopolitical environment, it's important to note that The Conference Board's *Consumer Confidence Index* showed that consumers' assessment of current conditions improved in 2017, reaching its highest point in 16 years. The index also showed that in June of 2017 consumers anticipated the economy would continue expanding in the months ahead, but they did not foresee the pace of growth accelerating. There is still uncertainty in terms of the near future of fiscal stimulus in the U.S., health care reform, and the effects on the European labor market of Brexit.

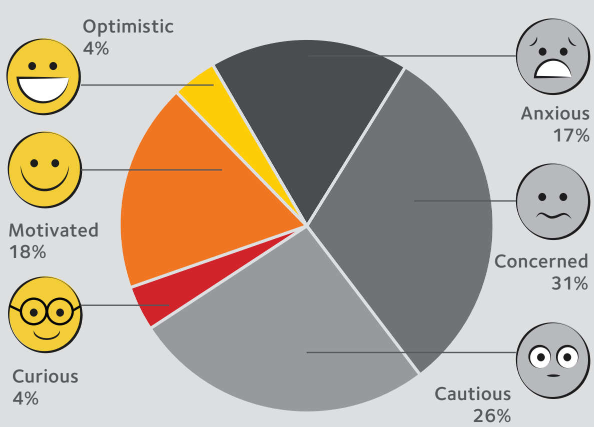
RESPONSE OF CORPORATE LEADERS

Increasing pressure from the C-suite and other internal/external stakeholders affects the role that CEOs and companies play during an evolving sociopolitical climate. Live polls from CECP's 2017 Board of Boards and Summit exposed different sentiments that have influence on the decisions made by CEOs and their teams. Nearly the same percentage of CEOs and giving professionals feel equipped to meet expectations of the current business and sociopolitical environment (60% and 56%, respectively). But regardless of how equipped giving professionals feel, sentiments about the current business and sociopolitical environment vary among giving professionals (see Figure 3). Half of companies plan standing strong on their societal investment and/or community strategies in light of recent federal actions. Six out of ten companies stated no changes on their current strategy for speaking on social issues. Companies' prompt reactions were evident following recent events such as the Orlando shooting, the announcement of public policies in North Carolina and Indiana regarding sexual orientation, federal travel restrictions in the U.S., and maintaining environmental standards despite withdrawal from the Paris Agreement by the U.S.

FIGURE 3

QUESTION: Which is closest to how you feel in the current business and sociopolitical environment?

Percentage of CSR Professionals

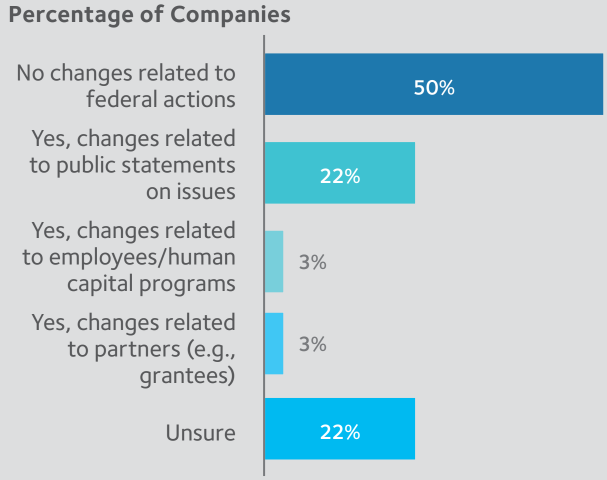


Source: Polling at CECP's 2017 Annual Summit, N=153

FIGURE 4

QUESTION: In light of federal actions, is your company planning for (or already implementing) changes to your societal investment and/or community strategies?

Percentage of Companies



Source: CECP Pulse, March 2017, N=32

LOOKING TO THE FUTURE

LONG-TERM THINKING

FCLT Global's report *Rising to the Challenge of Short-termism* provides a close look at the implications of a short time horizon. For instance, the share of senior executives who reported feeling the most pressure to demonstrate strong financial performance within two years or less rose from 79% to 87% between 2013 and 2016. This is in line with what "thinking long-term" represents to CEOs, per a live poll at CECP's 2017 Board of Boards, which found that 97% of surveyed CEOs believed more than two years qualified as "long-term" thinking. The same group also expressed CEOs' views on the use of their time: two-thirds of CEOs feel they spend too much time on short-term-focused activities. CEOs at the Board of Boards also recognized that integration of a company's values into incentives and practices was the most effective bold move towards sustainable business leadership over the long term. In support of this view, CECP's Strategic Investor Initiative (SII) is designed to address short-term market constraints that inhibit corporate strategies and investments that build resilient business and sustained long-term value.

CONTRIBUTIONS PREDICTIONS

The *Giving in Numbers* Survey asked respondents to forecast the expected percentage change of their company's total contributions from 2016 to 2017. Figure 5 shows a higher proportion of companies (39%) predicting increases in 2016 total giving, compared to companies predicting lower total giving in 2017 (13%). This is perhaps due to a positive economic environment in the first half of 2017. This analysis does not include companies who were unable to estimate giving changes in 2017 (n=27, 13% of all respondents).

More specifically, when asked to predict contribution types, 75% of respondents expected no change in 2017 non-cash contributions, compared to only half of respondents who expect no change in cash contributions.

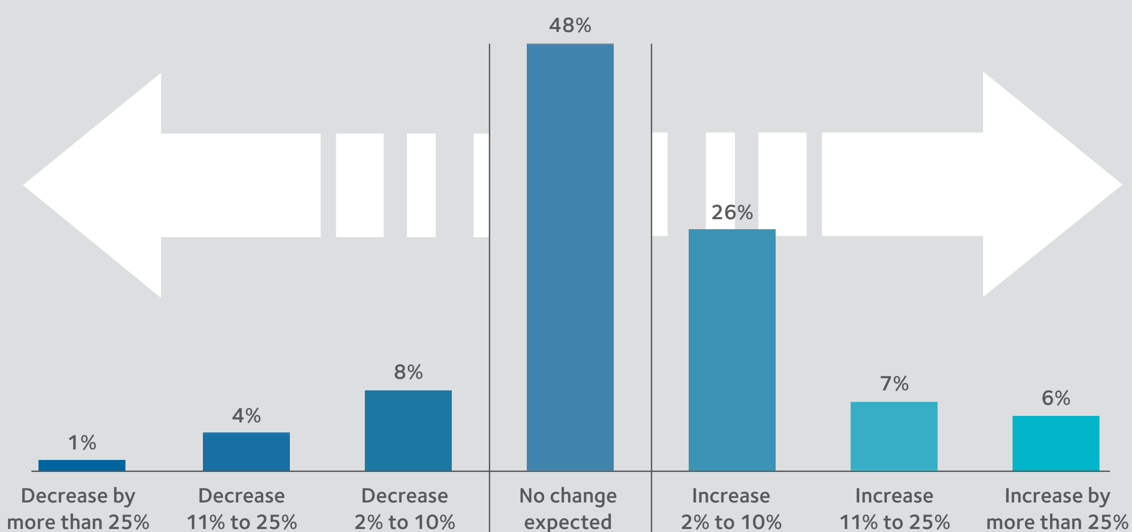
Respondents who were not able to predict 2017 total giving levels mentioned internal factors such as uncertainty under merger/divestiture processes and external factors such as uncertain economic conditions that affect business performance.

DIGITAL REVOLUTION

Digital transformation can drive greater transparency in the impact of corporate contributions. Lucy Bernholz's *Philanthropy and the Social Economy: Blueprint 2017. The Annual Industry Forecast*, highlights the role that a more accessible digital world will continue to play with transparency among corporations, political parties, foundations, and nonprofits. The report evidences new ways in which the public donates directly to end-recipients through digital platforms that bypass nonprofit intermediaries (e.g., GoFundMe donations raised and routed directly to victims of the Orlando nightclub mass shooting in 2016). The Conference Board's *Digital Transformation: What is it and What Does it Mean for Human Capital?* report shows that this digital transformation is not a strategic priority for most companies in terms of developing digital knowledge and maximizing human capital. Nevertheless, it states that a whole era of digital transformation is reshaping the way enterprises connect with employees and customer needs.

FIGURE 5

Percentage of Companies Predicting How 2017 Total Giving Will Compare to 2016 Levels



N=187

Core Business Connection

This section presents insights and methods regarding how companies apply their firm's distinct resources—including contributions, employee skills, and engagement—both locally and internationally.

KEY FINDINGS IN THIS SECTION:

- Education (K–12 and Higher) continues to be the top program area to which companies allocate their contributions.
- Culture and Arts was the program area that had the largest cash giving increases.
- STEM and Workforce/Employment showed the largest gains in the percentage of companies reporting them as their top-priority focus areas.
- Companies have increased the share of direct cash contributions in the last three years.
- Employees' volunteer participation rates continue to increase.
- Approximately two-thirds (65%) of companies give internationally, with those that do typically allocating 20% of total giving to international giving.

CAUSES: PROGRAM AREA

TOP CASH GIVERS

The Consumer Staples and Communications industries are the top cash givers in six of the nine program areas measured by the *Giving in Numbers* Survey.

Program Area	Industry with Highest Median Total Cash Giving and Amount (in US$ Millions), 2016	Median Cash Giving Growth by Program Area, 2014–2016
Culture & Arts	Consumer Staples ($1.27)	48%
Community & Economic Development	Energy ($3.94)	16%
Disaster Relief	Communications ($0.57)	5%
Education: K-12	Communications ($7.24)	-9%
Education: Higher	Industrials ($5.29)	-12%
Civic & Public Affairs	Communications ($2.09)	-17%
Health & Social Services	Consumer Staples ($9.34)	-23%
Environment	Consumer Staples ($2.15)	-24%

Note: See page 42 for program area definition.

HEALTH AND WELLNESS

Although the Health Care industry allocated a higher proportion of total giving to Health and Social Services than any other industry (approximately six out of ten dollars), it is the Consumer Staples industry that had the highest median cash giving towards Health and Social Services causes in 2016 ($9.34 million). Despite an overall reduction in Health and Social Services contributions, the Consumer Staples industry increased the priority of this funding area due to a growing awareness of health and wellness among customers. As seen on page 13, wellness as a priority focus area has increased its importance regarding the percentage of companies recognizing it as a top priority focus area. Because of the nature of the business and consumer trends towards healthier products, companies selling tobacco, personal products, beverages, food, and staples may be especially drawn to health and wellbeing causes.

CULTURE AND ARTS

Giving in Numbers data show that median cash contributions to Culture and Arts had the highest growth among all program areas between 2014 and 2016. The Conference Board's *Business Contributions to the Arts* states that companies are more inclined to support the arts through cash contributions (compared to non-cash contributions) not only from their philanthropic departments but also from marketing and sponsorship accounts. This is consistent with *Giving in Numbers* data, which show that non-cash giving for Culture and Arts is minimal and indeed its median dollar value has decreased in the last three years. The *Culture and Social Wellbeing in New York City* study conducted between 2014 and 2016 found the positive impact that Culture and Arts has in terms of improving health, safety, and wellbeing in New York City's less economically advantaged neighborhoods. Americans for the Arts' *Arts & Economic Prosperity 5* also showed the economic impact that America's nonprofit arts and culture industry has on the U.S. economy in terms of generating economic activity ($166.3 billion in 2015).

FIGURE 6

Program Area Allocations by Industry, Average Percentages, 2016

		Civic & Public Affairs	Community & Economic Development	Culture & Arts	Disaster Relief	Education: Higher	Education: K-12	Environment	Health & Social Services	Other
All Companies	**N=183**	4%	14%	7%	2%	13%	17%	3%	26%	14%
Communications	n=8	8%	16%	13%	1%	5%	20%	5%	21%	11%
Consumer Discretionary	n=19	3%	17%	10%	3%	19%	15%	2%	20%	12%
Consumer Staples	n=16	2%	12%	4%	1%	10%	5%	5%	50%	11%
Energy	n=7	16%	10%	1%	2%	13%	19%	4%	18%	17%
Financials	n=44	3%	25%	7%	2%	8%	16%	2%	18%	19%
Health Care	n=21	2%	6%	3%	8%	10%	7%	0%	60%	4%
Industrials	n=20	5%	4%	6%	3%	19%	25%	5%	19%	14%
Materials	n=11	1%	15%	5%	1%	14%	13%	5%	27%	19%
Technology	n=20	2%	6%	7%	2%	18%	32%	1%	13%	19%
Utilities	n=17	9%	14%	8%	2%	12%	14%	10%	21%	10%

Note: Relative to industry peers, the industry providing the highest percentage of giving to a particular program area is highlighted.

CAUSES: PROGRAM AREA CONTINUED

PRIORITY FOCUS AREAS

In 2016, companies had an average of 1.4 focused funding program areas (N=183). The *Giving in Numbers* Survey defines a focused funding program area as a program area to which 20% or more of a company's total giving is allocated.

The *Giving in Numbers* Survey also requests that respondents rank up to four priority focus areas in order of importance (see page 42 for priority focus area definition). Figure 7 illustrates the percentage of companies that listed some of the most mentioned priority focus areas in a three-year matched set. Focus areas such as Workforce/Employment and STEM (Science, Technology, Engineering, and Mathematics) appear to be on the rise; CECP is leading a collaborative Accelerate community, Systemic Investments in Equity, Talent, and Tech, to advance corporate actions in this area. See page 42 to read company examples of innovative priority focus areas.

BOLD MOVES: STRATEGIC PROGRAMS/FOCUS AREAS

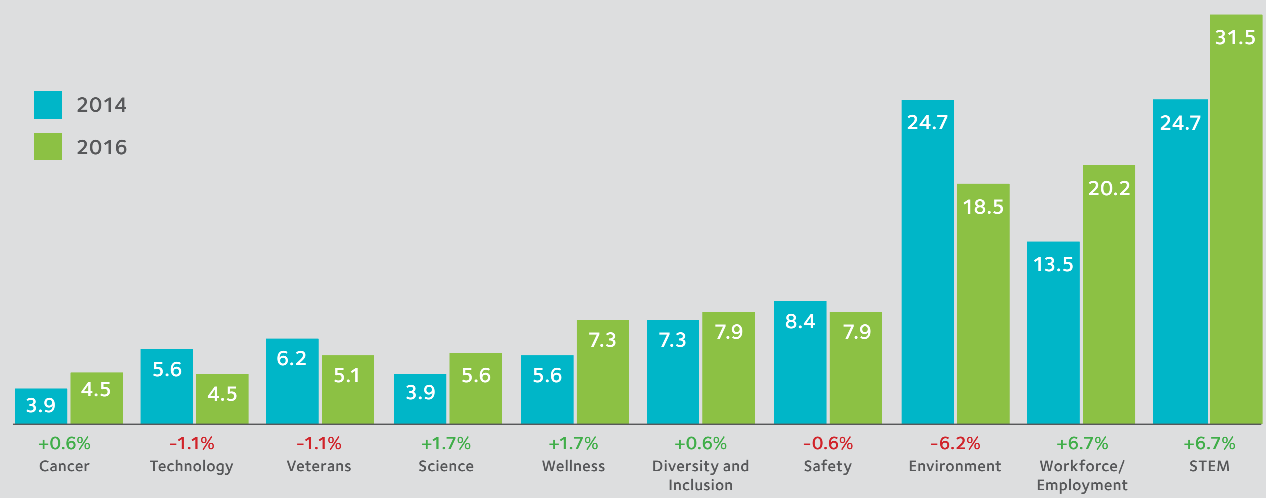
CECP's Valuation Guide defines a strategic program as the signature program area for which companies measure outcomes and/or impacts of their grants and that takes up the most time, money, and management resources. Some companies go deep with their strategic programs and top-priority focus areas, while others are less focused on their strategic areas of societal investment. For six of ten companies the program with the highest share of total giving also corresponded with the program area that they listed as their top strategic program and top-priority focus area. In 2016, a company would have had to allocate at least 30% of its total giving into its strategic program to be in the top quartile of the ratio of total giving allocated to strategic program as a percentage of total giving. Within this set of companies that belong to that top quartile, seven out of ten match the program area with highest giving allocation with strategic program and top-priority focus area.

DEEPER IMPACT

The *Giving in Numbers* data on grants and recipients is consistent with that collective opinion. In a three-year matched set, 67% of companies reduced the number of recipients between 2014 and 2016. In the same period, there was a decrease in the median number of grants made by each member of a contributions team (from 65 in 2014 to 57 in 2016). This came along with an increase in the median grant size (adjusted by inflation) that rose from $33,000 in 2014 to $40,000. This serves as an indicator that companies pursue a more strategic and efficient approach to giving by having deeper relationships with nonprofits through greater investments.

FIGURE 7

Select Priority Focus Area Changes, Percentage of Companies Reporting Priority Focus Areas, Three-Year Matched Set, 2014-2016



Note: Figure 7 reflects only some of the most repeated priority focus areas.

N=178

Gap

In 2007, Gap Inc. launched P.A.C.E. (Personal Advancement & Career Enhancement) to help the women who make their clothes gain the skills and confidence they need to advance at work and in life. The coursework and discussions cover a range of topics including communication, problem solving and decision making, financial literacy, as well as general and reproductive health. Many women say P.A.C.E. has been life-changing—shifting the participants' perceptions of themselves and their abilities. It has also had a positive impact on business through increased productivity and higher retention rates. Inspired by the stories of the women who have participated, Gap Inc. expanded P.A.C.E. into communities outside of factories and will be running the program in 16 countries by the end of 2017. Over 70,000 women have participated in P.A.C.E. to date and Gap Inc. has committed to reaching one million women by the end of 2020.

AmerisourceBergen

Established in 2014 in alignment with AmerisourceBergen Corporation's commitment to create healthier futures and enhance the overall health and wellbeing of patient populations, the AmerisourceBergen Foundation, a 501c3 organization, invests in its communities and partners with organizations that focus on expanding access to quality health care and educational opportunities that strengthen communities around the world.

The Foundation aims to make strides in health care delivery and access through responsible corporate citizenship and by linking engaged associates with volunteer opportunities. The first Foundation beneficiary, Project HOME, used its grant to build a new community pharmacy in North Philadelphia, PA, to fill prescriptions and provide medical treatment for underserved residents in the area. In 2016, the Foundation purchased a truck for Project C.U.R.E.'s first East Coast distribution center, which enabled the collection of more than $2 million in donated medical equipment that was shipped to developing countries. In 2017, a Foundation grant led to the building of a state-of-the-art warehouse and distribution center for Partners in Health that will provide 1.6 million Haitians with increased access to medicines. Since its inception, the Foundation has contributed $3 million to nearly 120 nonprofits to build healthier futures in the global communities AmerisourceBergen serves.

Nielsen

Hunger and Nutrition is one of the key focus areas for Nielsen Cares programs, including hands-on and skills-based volunteering, as well as pro bono work. Nielsen helps nonprofits better understand food issues in order to increase global access to food, reduce food insecurity, and improve nutrition. This directly connects with Nielsen's core business because we have global data related to food pricing and consumption that can provide nonprofits with the insights they need to drive more efficient and impactful programs. For example, Nielsen has worked with Feeding America to Map the Meal Gap since 2010 to understand not just what hunger looks like at the county level in the United States, but also to gain a better understanding of the impact of hunger on our communities. Map the Meal Gap puts dollars on the data, exposing everything from what people facing hunger spend on meals to what they need to close their food-budget shortfall.

GIVING BY FUNDING TYPE

FUNDING-TYPE MIX CHANGES

Companies are using corporate cash more and more.

The share of direct cash increased from 44% to 47% between 2012 and 2016, among the same set of companies (N=171). This increase in share for direct cash was mostly shifted from foundation cash. The shift is even more significant among companies that use both foundation and corporate cash. To isolate the relation of direct cash and foundation cash we also performed a five-year analysis among companies that in all cases had both direct cash and foundation cash, or, in other words, in all cases where the company necessarily had a foundation. In this scenario, the share of direct-cash giving also increased (from 38% to 41%). This change in the funding-type mix may be a result of companies' decision to move from a foundation model to a corporate model in which they can leverage their brand and be more strategic regarding the causes they support. The share of non-cash giving did not change significantly in this five-year matched set.

MEDIAN CASH AND NON-CASH GIVING

Direct cash and non-cash grew the most. Consistent with the findings of changes in the mix of funding type is the fact that median direct-cash giving (adjusted by inflation) increased by 12.1% from $10.9 million in 2012 to $12.2 million in 2016 among companies that reported any value of direct-cash giving in each of the last five years. Contrarily, median foundation cash giving in the same period, adjusted by inflation, decreased by 5.8%, from $10 million in 2012 to $9.4 million in 2016 among companies that reported foundation cash giving. Median non-cash saw the largest increase. Non-cash giving increased by 44%, from $3.8 million in 2012 to $5.4 million in 2016 among companies that reported any value of non-cash giving. The share of non-cash giving from total giving in the last five years has remained stable; however, the absolute median value of non-cash giving has increased among companies reporting any type of in-kind donations mainly driven by better valuation of Pro Bono Services and more participation by employees.

NON-CASH GIVING

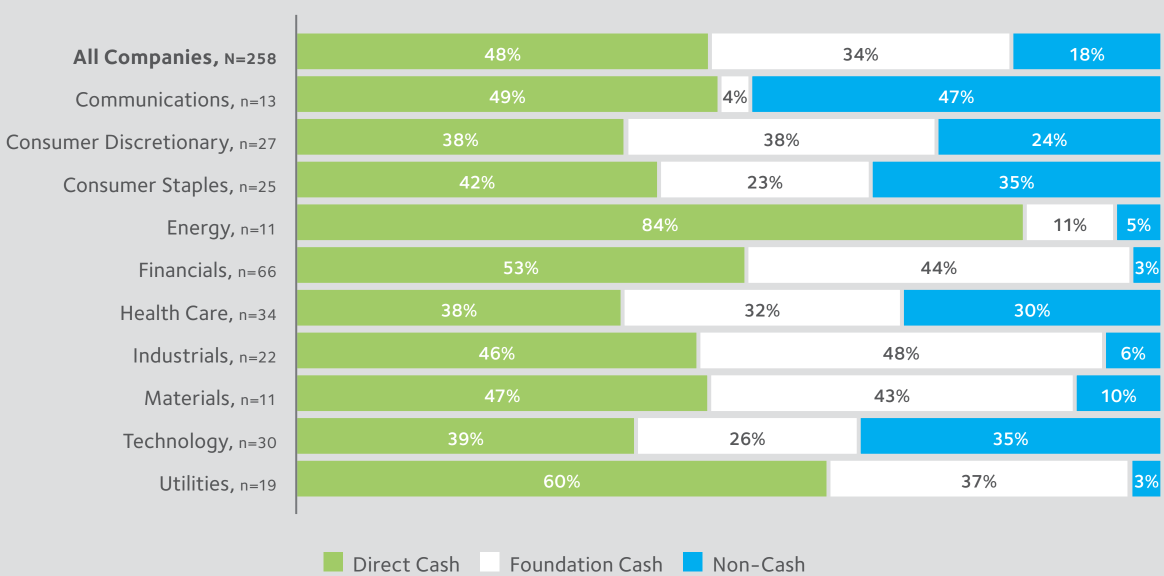
In 2016, two out of three companies reported making at least one form of non-cash giving.

There are three industries for which in-kind contributions represent more than one-third of the industries' contributions overall: Communications, Consumer Staples, and Technology. Better measurement and alternative ways of in-kind donations such as specialized Pro Bono Services, donation of services, and products for nonprofits (e.g., Salesforce for nonprofits) may account for this higher share of non-cash giving in these industries. Alternatively, the Health Care industry reduced its share of non-cash giving from 41% in 2012 to 38% in 2016, due to a reduction in product donations, which in 2016 represented almost 75% of all non-cash giving.

The median value of product donations (adjusted by inflation) among all companies that reported any product donation in a three-year matched set (N=46) decreased by 3.5% from $5.1 million in 2014 to $4.9 million in 2016, mainly driven by the Consumer Discretionary, Consumer Staples, and Health Care industries.

FIGURE 8

Industry Breakdown of Total Giving by Funding Type, Average Percentages, 2016



N=258

EMPLOYEE FACTOR: VOLUNTEERING

TYPES OF VOLUNTEER PROGRAMS

In 2016, 235 companies reported having a formal domestic employee-volunteer program; 60% of those companies also offered a volunteer program for international employees.

Figure 9 presents the percentage of companies offering each type of service program, with Paid-Release Time offered most for domestic employees and Flexible Scheduling offered most for international employees. This finding indicates that programs that satisfy employees' demands for the ability to make their own time choices were more prevalent and offered among large corporations in 2016.

The *Giving in Numbers* Survey defines a formal employee-volunteer program as a planned, managed effort that seeks to motivate and enable employees to volunteer for a nonprofit organization under the employer's sponsorship.

VOLUNTEER OFFERING TRENDS

In 2016 companies offered an average of five domestic programs. Another finding is that six was the most frequently offered number of domestic programs among companies (19% of companies). The following programs had the largest gains in terms of the percentage of companies offering them in their domestic market between 2014 and 2016 (N=157):

- Flexible Scheduling (57% to 62%)
- Pro Bono Services (53% to 54%)

The growth rates in domestic volunteer programs offerings seem steadier than in previous years, which may reflect a certain level of maturity and stabilization in terms of volunteer programs offered by large companies.

MOST SUCCESSFUL VOLUNTEER PROGRAMS

Among domestic programs in 2016:

- Company-Wide Day of Service (77%)
- Dollars for Doers (68%)
- Paid-Release Time (68%)

Among international programs in 2016:

- Company-Wide Day of Service (78%)
- Paid-Release Time (63%)
- Dollars for Doers (57%)

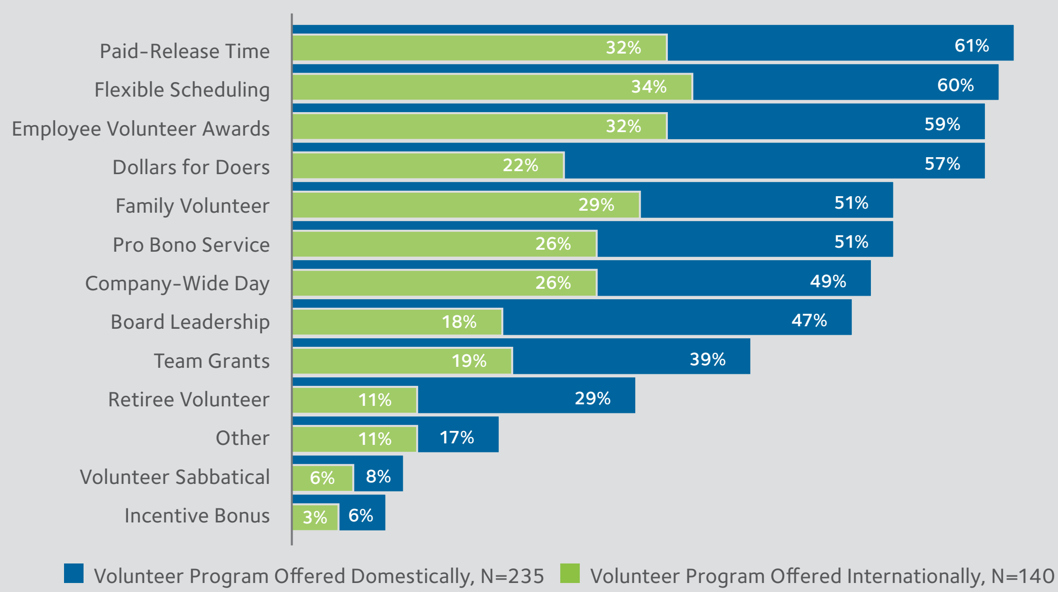
Among domestic programs in a three-year matched set of companies from 2014-2016:

- Company-Wide Day of Service (85% to 86%)
- Paid-Release Time (71% to 78%)
- Dollars for Doers (70% to 72%)

Giving in Numbers defines a successful volunteer program as one that is supported and understood organization-wide, planned beyond the short term, and measurable, among other criteria. Given the importance of this area, CECP has launched a focused Accelerate community to support companies in enhancing their employee engagement communications.

FIGURE 9

Corporate Volunteer Opportunities, Percentage of Companies Offering Each Program, 2016



Note: Domestic refers to corporate headquarters country. International refers to all other countries.

N=235

EMPLOYEE FACTOR: VOLUNTEERING CONTINUED

INTERNATIONAL VOLUNTEERING

In 2016, six out of ten companies that reported having at least one domestic program also reported having at least one international program (outside of the headquarters country). The two industries that offered international volunteer programs in almost all cases, in addition to domestic programs, were the Technology and Communications industries (96% and 91% of companies respectively). Those offering international programs reported an average of 4.5 international programs (N=142). The most repeated number of international programs was three (17% of companies). There was an increase in the average number of international volunteer programs offered, from 4.7 in 2014 to 4.9 in 2016, using a three-year matched set of companies (N=86).

The following programs had the largest gains in the percentage of companies offering them in their international market between 2014 and 2016 (N=159):

- Pro Bono Services (22% to 30%)
- Flexible Scheduling: (34% to 37%)
- Family Volunteering: (29% to 32%)
- Company-Wide Day of Service (28% to 31%)

VOLUNTEER PARTICIPATION

In 2016, the average employee-volunteer participation rate was 31% (participating for at least one hour of company time). The minimum participation rate to be in the top quartile of companies was 44% of the employee base. Between 2014 and 2016, a matched set of 77 companies reported an increase in their participation rate from 31% to 34%. *Giving in Numbers* data show there seems to be an inflection point after offering seven or more domestic volunteer programs. Volunteer participation rates decrease after this point. This shows that employee engagement corresponds to employees' availability of options. The data also show that domestic volunteer programs with some level of flexibility in employees' schedules were the ones that attained the highest overall participation rate in any program (36%) when offered together (Flexible Scheduling and Paid-Release Time). The synergic effect of those two programs is closely followed by Skills-Based Volunteer Programs (Pro Bono Services and Board Leadership). When offered together or individually, these programs each attained an overall average volunteer participation rate of 33%.

VOLUNTEER HOURS

The median number of total volunteered hours (on-company and outside-company time) increased by 11% between 2014 and 2016, from approximately 69,800 to 77,500 hours. The growth rate in median number of total volunteered hours was even higher when considering only companies that had an on-company-time policy or program (+71%). Industries such as Energy, Technology, and Financials have higher rates of volunteered hours per employee (see Figure 10). Employees from these industries may benefit from well-established on-company-time volunteer policies or programs that may have resulted from public demand (as in the case of Energy companies). Employees from these industries (especially Technology and Financials) may also have skills and expertise that are more in demand by potential beneficiary organizations. But employee engagement goes beyond just the level of volunteering. In 2017, CECP, Imperative, and PwC launched a cross-sector study entitled From Engagement to Purpose: A CECP-Imperative-PwC Initiative, which seeks to shed light on how companies can embed purpose into culture to drive stronger business performance, talent engagement and effectiveness, and community impact.

FIGURE 10

Volunteered Hours per Employee, Medians, 2016

INDUSTRY	Median Number of Total Volunteered Hours	Median Number of Employees	Hours Per Employee
Energy, n=5	30,850	6,000	4.05
Communications, n=5	22,145	19,860	3.16
Financials, n=43	59,530	15,700	3.14
Technology, n=16	65,215	14,200	3.08
Consumer Discretionary, n=12	135,418	47,427	2.77
Utilities, n=10	34,561	13,065	2.76
Industrials, n=8	113,738	59,900	1.80
Consumer Staples, n=9	80,615	100,300	0.54
Health Care, n=14	16,413	55,300	0.34

Note: Materials companies were excluded due to small sample size.

EMPLOYEE FACTOR: PRO BONO SERVICE

PRO BONO SERVICES DEFINITION

In 2015, CECP and the Taproot Foundation updated the Pro Bono Valuation Guide, the first ever set of standards for assigning monetary value to Pro Bono Services and originally published in 2008. The guide defines the characteristics of Pro Bono Services and the process to determine their monetary value. Pro Bono Services are an element of non-cash giving in which donated skills are valued at Fair Market Value (FMV). Pro Bono Services must meet three main criteria:

1. Commitment: Companies make a formal commitment to the recipient nonprofit organization to deliver a quality final work product.
2. Professional Services: Employees trained in Pro Bono Services deliver professional services for which the recipient nonprofit would otherwise have to pay with the same level of skills that constitute the core of their official job descriptions.
3. Indirect Services: Pro Bono Services must be indirect. The corporation must provide the service to a qualified end-recipient that is a) formally organized, b) has a charitable purpose, and c) never distributes profits.

PRO BONO TRENDS

The offering of domestic Pro Bono Services is still growing, but at a slower pace than in previous years. Companies still recognize the engaging component of offering Skills-Based Volunteer Programs. Pro bono was the second fastest-growing domestic volunteer program offering over the past three years (exceeded only by Flexible Scheduling). Its offering growth was more pronounced internationally. The percentage of companies offering Pro Bono Services internationally increased from 22% to 30%. This made Pro Bono Services the fastest-growing international volunteer program. In 2016 alone, 51% of companies offered Pro Bono Service programs.

In a matched set of companies (N=127), Pro Bono Services increased its share of non-cash contributions from 14% in 2014 to 26% in 2016. Communications was the top industry in terms of offering of domestic Pro Bono Services programs, although its monetary value share out of non-cash giving is not as high as other industries. One of the most common ways Communications companies provide Pro Bono Services is by offering production and messaging assistance for public service announcements made by recipient nonprofits.

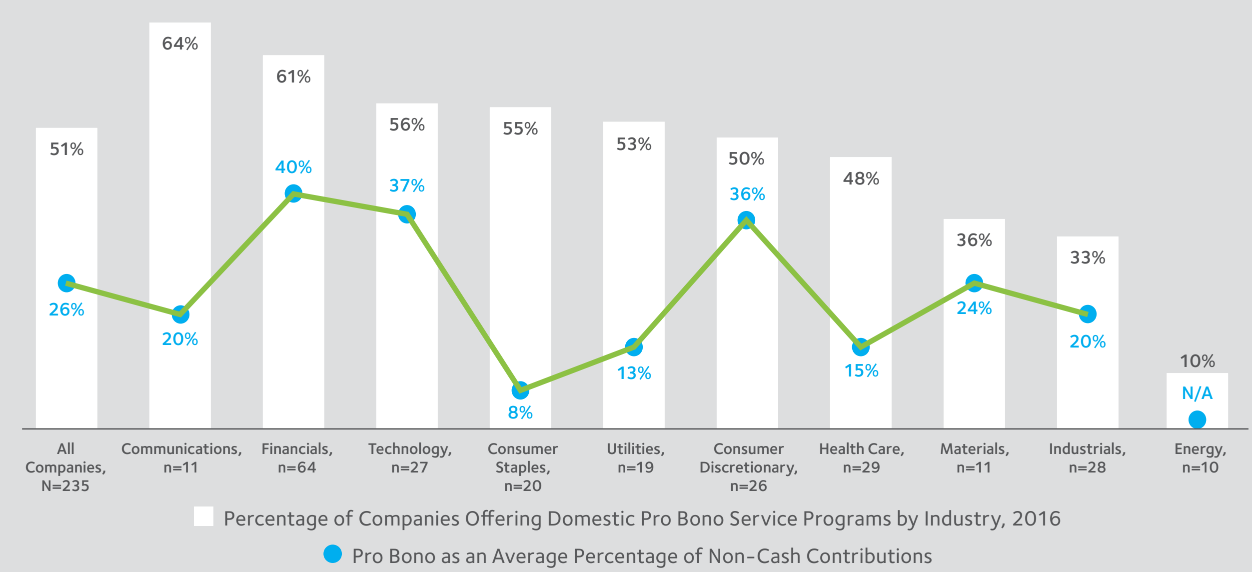
PRO BONO MEASUREMENT

Companies are increasingly (and increasingly strategically) recognizing Pro Bono Services' business value. In 2014, only 18% of companies in a matched set of 212 companies that reported total giving in each of the last three years also reported pro bono monetary value, while in 2016 25% reported their pro bono value. Along with the increase in measurement of pro bono work, the yearly median value of Pro Bono Services, adjusted by inflation, has also increased, from $470,000 in 2014 to $810,000 in 2016.

Pro Bono Services trails behind other volunteer programs when it comes to perceived success, but still has experienced a significant increase in recent years. In 2014, 24% of a matched set of companies offering it identified Pro Bono Services as a successful volunteer program for their company; in 2016, this percentage went up to 32%, which represents the highest increase among all domestic volunteer programs, in terms of the percentage of success perception (an 8 percentage points increase).

FIGURE 11

Percentage of Companies Offering Pro Bono Programs and Share of Pro Bono from Non-Cash Giving, 2016



Note: The Energy industry was not included in the calculation of Pro Bono Services as a percentage of non-cash contributions due to small sample size.

TRENDS IN ACTION: EMPLOYEE ENGAGEMENT AND VOLUNTEERISM

Prudential

Since the company's founding more than 140 years ago, Prudential has been committed to social purpose, and sees employee service as an integral part of that work. The company demonstrates its investment in helping the community thrive, in part through its Prudential CARES programs, which encourage employees to use their talent and expertise in support of their communities. Employee engagement ranges from year-round volunteer opportunities, volunteer grants, and matching-gift programs, to nonprofit board service and pro bono consulting work. These programs build the capacity of local partners while also giving employees opportunities to develop personally and professionally, involvement the company sees as crucial to retaining top talent.

While Prudential strives to support a range of company-sponsored volunteer activities, Prudential employees also provide volunteer service with a wide array of organizations on their own personal time. Prudential's Personal Volunteer Day offers eligible employees a paid day off each calendar year to encourage their active participation in helping their favorite nonprofit organizations. Hours of volunteerism captured on Personal Volunteer Day may be tracked through an online platform to further reward individuals serving in this capacity. Through Prudential's Volunteer Grants (or Dollars for Doers) program, employees earn $10 per hour of tracked Personal Volunteer Day service, money that may be donated to a charity of their choosing.

Novo Nordisk

Novo Nordisk is one of only a handful of companies around the world to incorporate the Triple Bottom Line business model into its company bylaws. It is the company's belief that a healthy economy, environment, and society are interconnected, and using its resources to address life's challenges—whether through philanthropic contributions or the time, talent, and expertise of employees—is woven into the fabric of the company and its culture. Novo Nordisk offers employees an array of volunteer opportunities through its "Changing Our Communities" program. A one-stop shop for engagement, the program allows employees to search for opportunities or participate in a number of pro bono offerings. One key offering is the company's work with VolunteerConnect, a nonprofit organization that promotes community service near its U.S. headquarters in New Jersey. Through the SkillsConnect referral service, Novo Nordisk offers nonprofit organizations a complimentary opportunity to access the assistance of skilled volunteers:

- VolunteerConnect works with nonprofit organizations to identify meaningful projects and descriptions
- Employees interested in donating their time complete an application and phone or Skype a "getting-to-know-you" interview
- Employees are then connected with a nonprofit organizer to review the assignment and commence work
- At the project's conclusion, volunteers and nonprofits complete a follow-up survey

Equinix

Equinix first connected with World Pulse in 2015. While searching for organizations doing meaningful work around digital opportunity, Equinix was moved by World Pulse's commitment to advancing gender equity through the power of digital technology. From this point on Equinix embarked on a partnership that has included multi-year grant funding, employee engagement programs, and network building. Since Equinix began its partnership with World Pulse, the company has been engaging employees to log on and volunteer as Encouragers for the women of World Pulse through lunchtime volunteer events. Equinix has also worked closely with the Equinix Women Leaders Network, which connects women through a network of mutual support that fosters personal and professional development. In March of 2017, Bay Area employees celebrated International Women's Day by volunteering with World Pulse. And, in May, the Equinix Women Leaders network hosted their first Global Impact Week, bringing together more than 100 employees to volunteer with World Pulse in 12 events worldwide, from Singapore to Amsterdam. Along the way, Equinix's work with World Pulse has inspired employees to engage in important conversations around women's equity and leadership.

EMPLOYEE FACTOR: MATCHING GIFTS

MATCHING-GIFT PROGRAMS

In 2016, nine out of ten companies offered at least one matching-gift program, and seven out of ten companies offered at least two matching-gift programs (N=196).

Year-Round Policy:

- Percentage of Companies Offering Program To (n=157):
  Full-Time Employees: 99%
  Part-Time Employees: 55%
  International Employees: 31%
  Retirees: 32%
  Corporate Board Members: 61%
- Median Percentage of Employees Who Participated: 9% (n=93)
- Ratio: A majority of companies (87%) offered a 1:1 match. The second-most common offering was to multiply employee investments with a 2:1 match (6%) (n=144).
- Caps: The median cap was $5,000 per employee (n=133), sometimes with a higher cap if employees served on a nonprofit board.
- Employee Choice: Among companies giving predominantly through a Year-Round Policy, 45% limited matches to predetermined strategic partners or cause areas (n=111).

Workplace-Giving Campaigns:

- Percentage of Companies Offering Program To (n=103):
  Full-Time Employees: 99%
  Part-Time Employees: 66%
  International Employees: 26%
  Retirees: 26%
  Corporate Board Members: 30%
- Median Percentage of Employees Who Participated: 30% (n=58)
- Ratio: The majority (78%) of companies make a 1:1 match. Another common approach is to match .5:1 of every dollar contributed by employees (n=76).
- Caps: The median cap was $5,000 per employee (n=51).
- Employee Choice: Among companies giving predominantly through a Workplace-Giving Campaign, 60% limited matches to predetermined strategic partners or cause areas (n=55).

Dollars for Doers:

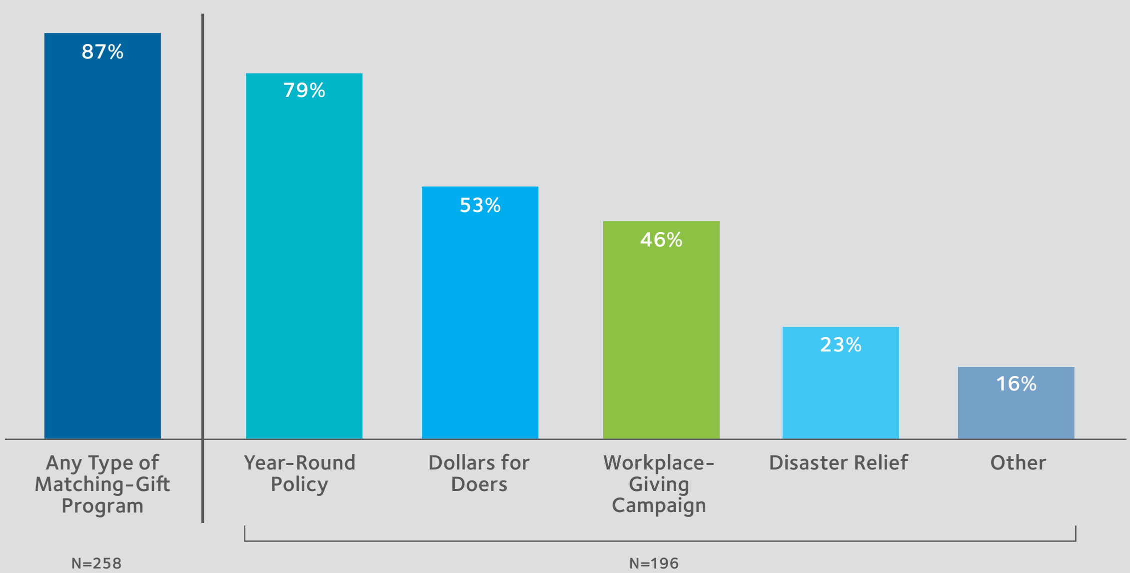
- Percentage of Companies Offering Program To (n=113):
  Full-Time Employees: 99%
  Part-Time Employees: 58%
  International Employees: 34%
  Retirees: 25%
  Corporate Board Members: 33%
- Median Percentage of Employees Who Participated: 3% (n=58)
- Ratio: The median match in 2016 was $10 per hour volunteered (n=75).
- Caps: The most common Dollars for Doers cap was $500 per employee.
- Employee Choice: Among companies matching predominantly through Dollars for Doers programs, 57% limited matches to predetermined strategic partners or cause areas (n=7).

Disaster Relief:

- Percentage of Companies Offering Program To (n=71):
  Full-Time Employees: 100%
  Part-Time Employees: 46%
  International Employees: 27%
  Retirees: 18%
  Corporate Board Members: 32%
- Median Percentage of Employees Who Participated: 1% (n=22)
- Ratio: Almost all programs (92%) offered a 1:1 match.
- Caps: Annual caps were most commonly cited as $5,000 per employee.

FIGURE 12

Percentage of Companies Offering Matching Gifts, 2016



EMPLOYEE FACTOR: MATCHING GIFTS CONTINUED

MATCHING GIFTS BY INDUSTRY

In 2016, companies delivered a median of 12.5% of total cash contributions through matching gifts (N=196) and offered on average two matching-gift programs to employees. Technology companies used the highest proportion of cash for matching-gift contributions (24.1%) and also had the highest percentage of companies not limiting employees' choice of nonprofits or causes (82%). All surveyed Energy companies offered matching-gift programs to their employees in 2016. Utilities companies had a higher average number of offered matching-gift programs than any other industry (3). Utilities companies had the lowest proportion of cash disbursed as matching gifts and had one of the highest percentage of companies limiting which nonprofit organizations are eligible to receive a matched grant (67%). This year's data evidences that when companies offer the right combination of both Year-Round Policy and Workplace-Giving Campaigns, median matching-gift giving is higher ($2.5 million) than among companies that offer only one of these two programs.

YEAR-OVER-YEAR CHANGES

The median dollar contribution adjusted for inflation for each program type changed between 2014 and 2016 by the following rates (including only companies providing each program type in each year):

- Year-Round Policy: -1% (n=91)
- Workplace-Giving Campaigns: +7% (n=54)
- Dollars for Doers: +20% (n=70)
- Disaster Relief: +91% (n=12)

According to the Emergency Events Database (EM-DAT), natural disasters increased between 2014 and 2016, in terms of both the number of affected people (+43%) and monetary damage worldwide (+51%).

Regarding the matched dollar amount, the median amount (adjusted by inflation) of matching gifts increased by 16%, from $1.70 million in 2014 to $1.98 million in 2016. Growth rate of median matching gifts as a percentage of total cash giving increased from 11.9% in 2014 to 13.3% in 2016, in a matched set of companies. The top quartile of this ratio slightly increased in the same period, from 21.2% in 2014 to 21.5% in 2016.

OPEN OR LIMITED

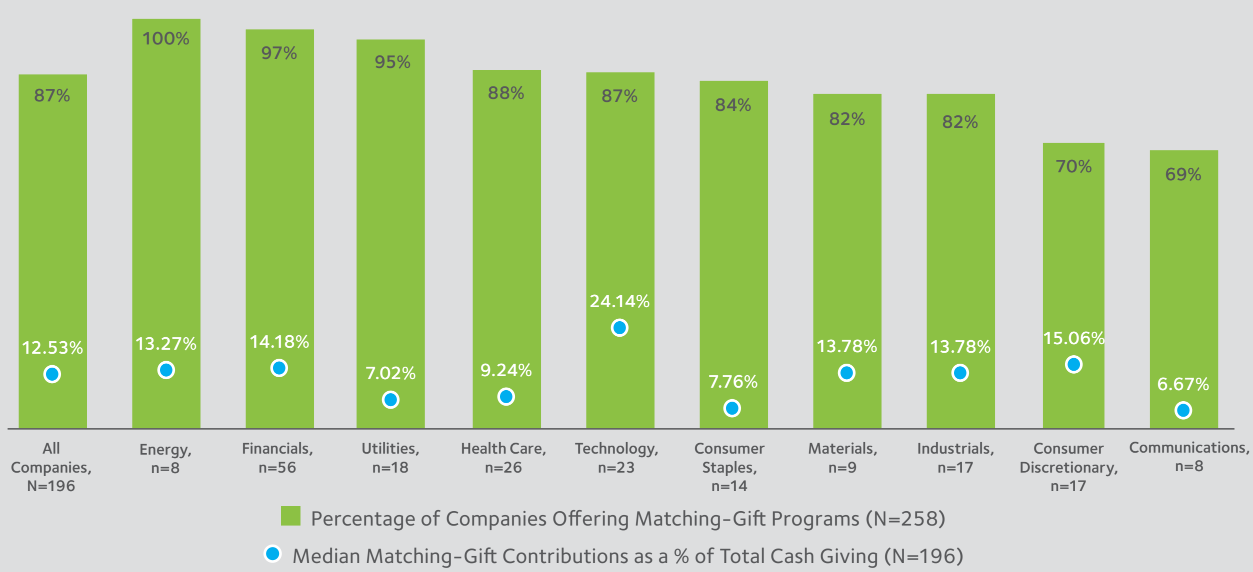
An open matching-gift program is one in which a company matches employee donations to any nonprofit recipient (51% of companies in 2016). Companies with no limits on employees' choices can still vet recipient nonprofits based on their internal compliance guidelines.

Among the companies that limit recipients of their matching-gift programs (49% of companies in 2016), 18% limited them to educational institutions, 38% limited them to a specific list of nonprofit organizations, and 44% limited them to organizations within selected cause areas.

In terms of allocating resources towards determining the feasibility of an eligibility option, companies with open programs allocated more monetary resources: they matched a median of $1.72 million in 2016. On the other hand, companies with a limited eligibility policy matched a median of $1.41 million in 2016, perhaps due to less employee participation.

FIGURE 13

Percentage of Companies Offering Matching Gifts and Median Matching-Gift Contributions as a Percentage of Total Cash Giving, Industry Breakdown, 2016



EMPLOYEE FACTOR: PHILANTHROPIC LEVERAGE

EMPLOYEE AND NON-EMPLOYEE GIVING

Corporate and foundation giving are not the only way in which companies generate monetary contributions to society. Philanthropic Leverage includes all monetary contributions from employees and non-employees (e.g., customers, suppliers, and/or vendors). These funds must be raised from formal campaigns meeting the following criteria:

- **Corporate commitment:** Formal campaigns must be company-sponsored, organized by a professional giving officer, and run nationally. Campaigns that occur only in particular offices, regions, or stores are excluded.
- **Nonprofit beneficiaries:** Recipient organizations of the funds raised must be a "qualifying recipient" according to the Global Guide to What Counts.
- **What to exclude:** Any contribution provided by the company.

INDUSTRY TRENDS

In 2016, the median Philanthropic Leverage dollar amount that employees and non-employees contributed in a sample of 138 companies ($2 million) was almost the same median of non-cash giving in a sample of 170 companies ($2.4 million). Interestingly, in 2016, the industries with the highest Philanthropic Leverage per employee were the Energy and Consumer Discretionary industries. The latter had a substantially higher median Philanthropic Leverage than any other industry ($19 million), possibly due to better leverage of consumer donations through cause marketing in retail stores.

Industry	Median Dollar Amount Donated per Employee, 2016
All Companies, N=133	$93
Energy, n=6	$205
Consumer Discretionary, n=11	$190
Utilities, n=14	$172
Financials, n=42	$122
Technology, n=13	$109
Industrials, n=12	$73
Materials, n=6	$69
Consumer Staples, n=12	$54
Communications, n=5	$43
Health Care, n=12	$38

YEAR-OVER-YEAR TRENDS

Median Philanthropic Leverage (adjusted by inflation) remained stable between 2014 and 2016: around an annual median value of $3 million.

In recent years, there seems to be a change in the way employees raise money for different causes. In a matched set of companies reporting Philanthropic Leverage from employees, there was a decrease in the median amount per company raised through employee payroll deductions: it went from $2.1 million in 2014 to $1.9 million in 2016. Alternatively, Philanthropic Leverage raised by employees in forms other than payroll deductions increased between 2014 and 2016. Other Philanthropic Leverage from employees increased from $748,000 in 2014 to $998,000 in 2016. This can also be seen in the share of Philanthropic Leverage generated from other employee contributions, which increased its proportion within total Philanthropic Leverage: it went from 28% in 2014 to 34% in 2016. On the other side, Philanthropic Leverage generated from employees' payroll deductions went from representing 54% of total Philanthropic Leverage in 2014 to 48% in 2016.

FIGURE 14

Philanthropic Leverage: Money Raised from Corporate Fundraising Campaigns, Medians, 2016

MONEY RAISED FROM NON-EMPLOYEES		Median
Number of Fundraising Campaigns Offered per Year	n=52	1
Number of Campaign Days (Across All Campaigns)	n=45	30
Marketing/Administrative Dollars Spent	n=14	$32,500
Number of Nonprofit Partners Supported	n=41	2
Dollar Amount Generated for Nonprofit Partners	n=42	$1,197,353
MONEY RAISED FROM EMPLOYEES		
Dollar Amount Raised from Employee Payroll Deductions	n=100	$1,777,467
Dollar Amount Raised from Employee Contributions	n=100	$683,303
Number of Nonprofit Partners Supported	n=112	740

INTERNATIONAL GIVING

REGIONAL CONTRIBUTIONS

The average share of international giving from total giving in 2016 was 20%. On average, $2,000 out of every $10,000 impacted international recipients in 2016. The *Giving in Numbers* Survey defines international giving as all contributions made to end-recipients in all countries outside of the company's "domestic" or corporate headquarters country.

In order to be in the top quartile, companies had to allocate 33% of their total giving to international end-recipients. In 2016, 88% of responding companies were based in the United States (N=258). U.S.-based companies allocated the highest median of total giving outside of North America as follows:

- Asia and the Pacific ($2.01 million)
- Europe ($1.57 million)
- Latin America and the Caribbean ($1.07 million)
- Middle East and Africa ($854,500)

In 2016, regions with countries that have a higher Human Development Index and dissemination capabilities to administer international contributions received more international societal investment.

INDUSTRY TRENDS

The list below shows the average percentage of total giving allocated internationally from internationally giving companies in each industry:

All Companies (N=213):	20%
Energy (n=4):	26%
Technology (n=21)	25%
Health Care (n=14)	24%
Materials (n=8)	23%
Consumer Staples (n=16)	20%
Industrials (n=15)	18%
Financials (n=27)	17%
Communications (n=6)	15%
Consumer Discretionary (n=10)	14%

Utilities were excluded due to low sample size.

In 2016, the Energy industry continued having a large global presence in several markets, which helps to explain its relatively higher international contributions as a percentage of total contributions. Six out of ten Energy companies stated they contribute to international end-recipients. The Technology industry had the highest proportion of companies reporting that they contribute internationally (93%). Manufacturing companies had a higher median of international giving ($4.1 million) compared to service companies ($827,955), perhaps due to their international presence of manufacturing plants.

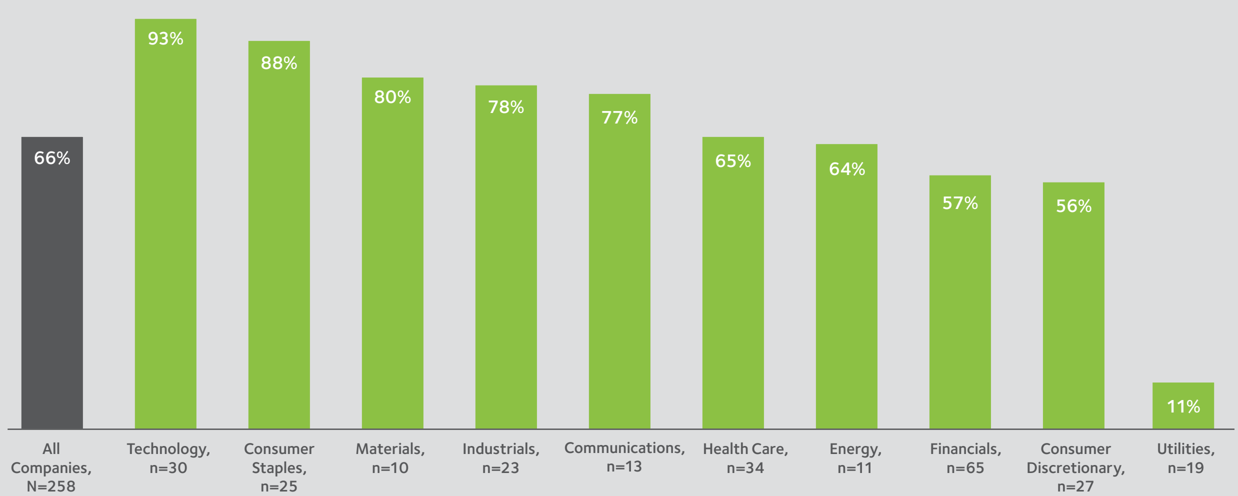
REGIONAL HIGHLIGHTS

Interestingly, non-U.S.-based companies had a higher median of total giving compared to U.S.-based companies ($20 million versus $18.9 million). For each region below, U.S. companies' total giving allocation to the region in 2016 is complemented with one interesting philanthropic fact from Giving Around the Globe: 2016 Edition (a companion report to *Giving in Numbers*).

- Middle East and Africa: 3% of U.S.-based total giving went to end-recipients from the Middle East and Africa. African companies do not commonly offer pro bono programs.
- Asia and the Pacific: 8% of U.S.-based total giving went to end-recipients located in Asia and the Pacific. Pro Bono Services is the most commonly offered domestic volunteer program.
- Latin America and the Caribbean: 4% of U.S.-based total giving went to end-recipients located in Latin America and the Caribbean. Median contributions team size was larger in Latin America than in all other regions (16).
- Europe: 6% of U.S.-based total giving went to end-recipients located in Europe. European companies had the highest percentage of companies giving internationally compared to other regions (81%).

FIGURE 15

Percentage of Companies that Contributed to International End-Recipients, 2016



INTERNATIONAL GIVING CONTINUED

YEAR-OVER-YEAR CHANGES

Two out of three companies gave internationally in 2016. This percentage increased in a three-year matched set of companies that reported whether they contributed internationally or not, from 61% in 2014 to 67% in 2016. However, among companies that gave internationally in 2016, the median international contribution (adjusted for inflation) remained stable between 2014 and 2016: it went from $3.58 million in 2014 to $3.56 million in 2016 (N=75). Six out of ten companies decreased international giving between 2014 and 2016. This decrease was more pronounced among Service companies, whose median international giving decreased by 4% (adjusted by inflation). On the other side, Manufacturing companies increased median international giving by 14%, probably due in part to the industry's labor-intensive nature, which encourages it to operate in countries where labor costs are low and conditions are favorable for building and maintaining production sites. In regards to subindustries, Manufacturing's Industrials and Health Care companies led growth in international giving.

CENTRALIZATION AT HEADQUARTERS

When companies use intermediaries for international giving, they use them a lot: on average, for half of their global giving. In 2016, companies were asked to estimate the percentage of their giving to international end-recipients that went through philanthropic intermediaries. Among companies that reported using intermediaries to deliver their international giving (N=68), the average percentage of international giving disbursed through intermediaries was 49%.

In 2016, business decisions such as setting funding priority causes, defining the contributions budget, and determining data tracking and reporting were topics still reserved mainly for headquarters. When it comes to selecting and approving grantees/recipients, regional offices seem to be more suited to implementing their local knowledge to support headquarters' decisions. The use of philanthropic intermediaries was higher among centralized companies when it came to deciding the approval process of grants and recipients compared to any other decision and level of centralization.

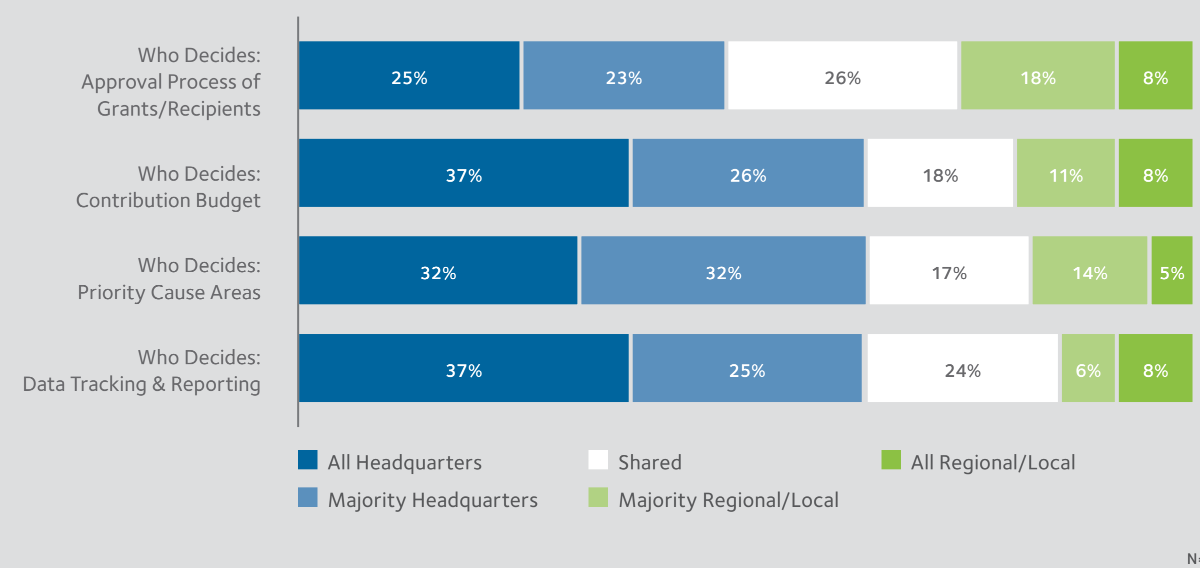
INTERNATIONAL PROGRAM TYPE

Internationally, four program areas stood out. As opposed to overall budgets where disaster relief represents only 2% of total giving, disaster relief represents 8% of international giving. Other program areas with a higher international allocation compared with total giving are Community and Economic Development, Environment, and Health and Social Services. The table below shows the average breakdown by program area of international-giving portfolios.

International Giving, Program Area Breakdown, Average Percentages, 2016, N=120	
Health & Social Services	30%
Community & Economic Development	17%
Education: K-12	17%
Education: Higher	10%
Disaster Relief	8%
Other	7%
Environment	5%
Civic & Public Affairs	3%
Culture & Arts	3%

FIGURE 16

Breakdown of Companies by Where International Giving Decisions are Made, 2016



Measuring Societal Investments

This section provides an in-depth analysis of the latest trends in measuring and evaluating the societal outcomes and/or impacts of corporate societal engagement programs.

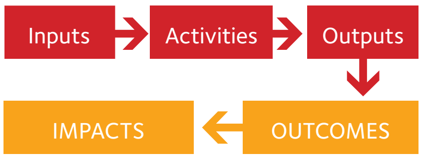
KEY FINDINGS IN THIS SECTION:

- Measurement of societal outcomes and/or impacts is on the rise.
- Companies continue to be strategic in regards to their societal outcomes measurement.
- Measurement of business results of employee engagement continues to increase, although at levels lower than the overall measurement of societal outcomes and/or impacts.

LEVELS OF MEASUREMENT

GROWING MEASUREMENT AND EVALUATION

The *Giving in Numbers* Survey asked respondents to use the following logic model when categorizing evaluation efforts:



In 2016, eight out of ten surveyed companies measured the outcomes and/or impacts (hereinafter referred to as just "outcomes") on at least one grant. The comparison of a three-year matched set of companies shows that more companies are measuring societal outcomes: Of the companies that provided measurement information for each of the last three years, 85% of them measured outcomes and/or impacts in 2014 compared to 87% in 2016 (n=141).

SCOPE OF MEASUREMENT: STRATEGIC THINKING

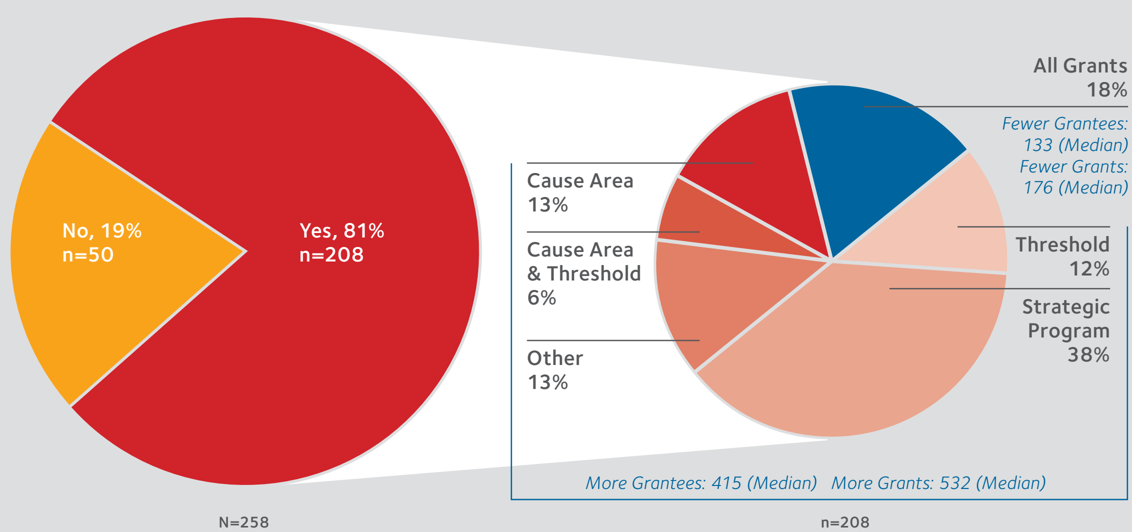
As reviewed on page 13, companies are making bolder moves when allocating resources to their strategic programs and focus areas. This trend is also reflected in terms of measurement of societal outcomes. In 2016, most corporations did not evaluate societal outcomes for all their grants, but rather focused on those that aligned with their strategic programs. There was an increase in the proportion of companies that measure societal outcomes on their strategic programs: 32% of companies in 2014 compared to 38% of the same set of companies in 2016 (n=105). Typically, companies that measured societal outcomes on all their grants also had fewer nonprofit partners and approved fewer grants in their portfolio (median of 133 and 176 respectively), compared to companies that measured outcomes only on select grants that in 2016 had a median number of nonprofit partners of 415 and approved a median of 532 grants.

LEVEL OF EXPERIENCE

The scope of measurement is also associated with companies' level of experience with measurement. There is almost twice the proportion of very experienced companies (i.e., companies with at least 5 years of grant-evaluation experience) that measure their societal outcomes on all grants (43%), compared to those that measure only specific grants (21%). Measuring societal outcomes is still a relatively new field, as three out of four respondents who measure societal outcomes have fewer than five years of grant-evaluation experience (n=141). About a quarter of companies have developed an internal, entirely in-house resource to evaluate strategic grants. Almost half of companies, who may or may not have developed internal resources, have worked with external partners to measure their societal outcomes and/or impacts, either through grantees, consulting firms, research institutions, universities, and/or publicly available data.

FIGURE 17

Percentage of Companies that Measure Societal Outcomes and/or Impacts and Scope of Measurement, 2016



MEASUREMENT APPLICATIONS

MEASUREMENT EXPANSION AND GIVING

The measurement of business value of employee engagement has increased in a three-year matched set of companies from 2014 to 2016 from 28% to 30%. In 2016 alone, only 27% of companies reported measuring the business value of employee participation in corporate volunteer programs. However, the rates of measurement of business value of employee engagement contrast with an overall higher rate of measurement of societal outcomes and/or impacts. A three-year matched set of companies that measured societal outcomes and/or impacts of their programs but did not measure the business value of their employee engagement programs reported no changes in total giving. On the other side, companies that measured both societal outcomes and/or impacts and the business value of their employee engagement programs saw a substantial increase of total giving (+22%). This suggests that the expansion of measurement practices through having a better understanding of employee engagement may optimize the way companies find alternative ways of giving (e.g., potentially increasing employee engagement hours, matching gift contributions from employees, offering Pro Bono Service hours, etc.).

MEASURING BUSINESS VALUE OF ENGAGEMENT

In 2016, companies reported different ways of measuring the business value of their employee engagement practices, such as: trackers of return on social investment, tracking of employee satisfaction, skills employees learned when volunteering, changes in recruitment trends, measurement of brand reputation among served communities, impact on promotion and retention among employee volunteers, benchmarking between employees who volunteer and those who don't, volunteer hours/participation rates/engagement indexes captured by internal portals/surveys, and assessment and feedback of nonprofit recipients.

Companies with more financial resources allocated to measuring the business value of employee engagement may invest more in understanding employees' personal motivations to drive higher volunteer participation. In 2016, companies that measured the business value of employee engagement in corporate volunteer programs also had higher median revenue ($17 billion) and higher average employee-volunteer participation rates (37%) than companies that did not measure the business value of employee engagement, who had median revenues of $16 billion and an average volunteer participation rate of 28%.

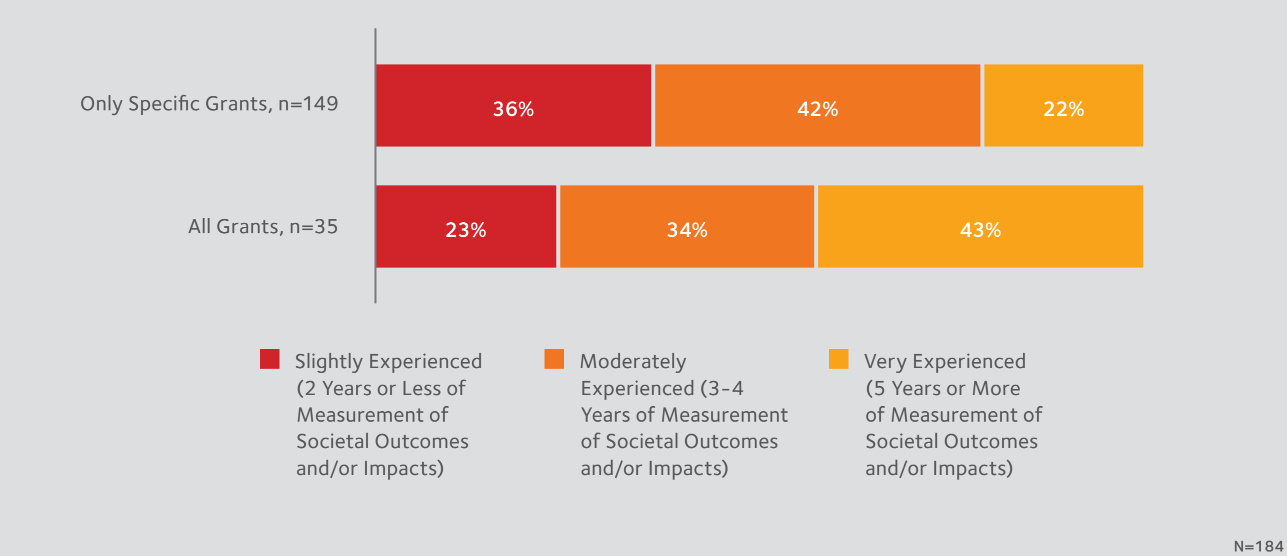
ENGAGEMENT MEASUREMENT DATA

As mentioned in the previous column, companies must make the business decision of what type of metrics to use in order to assess the effectiveness and progress of their employee engagement programs. The ROI Institute proposes a model of six categories of data that helps to explain the levels of importance associated with data used to measure employee engagement. As evaluation moves to higher levels, the value attributed to each type of data increases in importance and cost:

- Level 0: Project input data. Data about investment in engagement;
- Level 1: Reaction data. Data of reaction to engagement program;
- Level 2: Learning data. Data about changes in knowledge and skill acquisition by employees;
- Level 3: Application and implementation data;
- Level 4: Impact data. Data on business impact of employee engagement programs; and
- Level 5: ROI data. Data on the monetary benefits and costs of implementing engagement programs.

FIGURE 18

Scope of Measurement and Experience Level in Evaluation of Societal Outcomes and/or Impacts, Percentage of Companies, 2016



Operations

This section provides insights into the staff, foundation management, and program costs of companies' giving operations.

KEY FINDINGS IN THIS SECTION:

- Contributions-staff team size continues to increase despite a decrease in overall employee headcount.
- There is not a one-size-fits-all decision on whether to have a corporate or foundation model.
- Management and program costs have increased over the last three years.

CONTRIBUTIONS STAFFING TRENDS

REPORTING STRUCTURE

The most common departments respondents reported to in 2016, followed by their median total giving as a percentage of revenue, were:

- Communications/Marketing (33% of respondents)
- External/Public/Corporate Affairs (16% of respondents)
- CSR/Citizenship/Sustainability (14% of respondents)
- Human Resources (11% of respondents)
- Administrative/Finance/Legal (10% of respondents)
- Community Affairs/Relations (10% of respondents)
- Giving/Foundation/Philanthropy (9% of respondents)

Note: Respondents may be included in more than one department.

Giving in Numbers defines Full-Time Equivalent (FTE) contributions staff as employees who oversee, manage, or directly administer corporate/foundation giving and/or employee volunteering. (See page 41 for a more complete definition.)

RESILIENCY AND GROWING TEAMS

In 2016, respondents reporting to an External/Public/Corporate Affairs department had the largest median of contribution-staff team size (11 FTEs), followed by Giving/Foundation/Philanthropy departments (10 FTEs), which invested the largest giving budgets as a percentage of revenue: a median of 0.20% of total giving as a percentage of revenue.

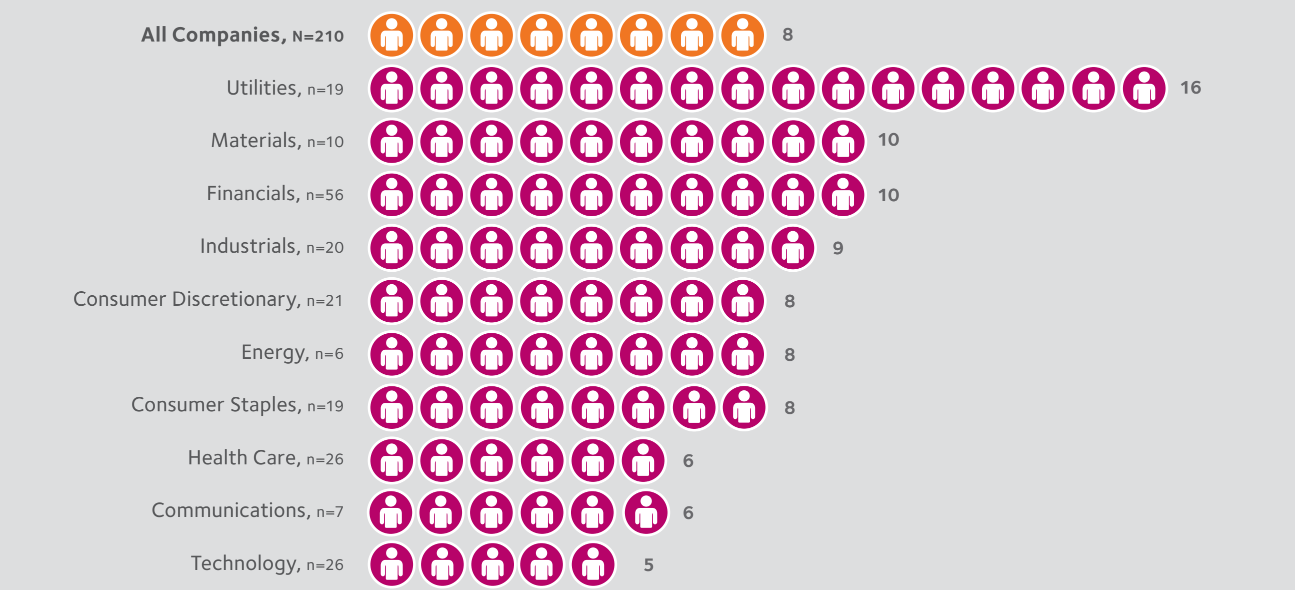
Companies in the *Giving in Numbers* Survey are increasingly recognizing the importance of the role that contributions teams play as part of their community-involvement efforts. Aggregating the size of teams reveals that the contributions team workforce increased by 9% between 2012 and 2016. Increases in FTEs for the same period occurred in 57% of companies. By contrast, aggregating overall employee headcount of the same companies shows a more moderate increase of 2% during the same timeframe. Almost half of companies that saw a decrease in their overall employee headcount between 2012 and 2016 nonetheless increased their contributions team size. This suggests that even within companies with overall headcount reductions between 2012 and 2016, there is substantial resiliency in the societal engagement function.

LARGE COMPANIES EXPECT MORE FROM TEAMS

Contribution-staff team expansion means additional responsibilities. A five-year matched set of companies was able to identify wider trends regarding changes in cash giving per FTE. The average cash giving that each member managed increased between 2012 and 2016, from $2.72 million to $3 million. In 2016, companies that had larger total cash contributions had markedly larger teams. For instance, companies that had cash contributions under $5 million (n=48) had a median of three FTEs, whereas companies with larger cash contributions (over $100 million, n=10), needed substantially more FTEs to manage them (58 FTEs). Managing more grants and recipients requires more human capital to keep a closer look at the performance of these societal investments. Proof of this is that the median number of FTEs increases as the number of grants increases. In 2016, companies that managed fewer grants (fewer than 1,000) had a median contribution team size of six, whereas companies that managed more than 3,000 grants had a median of 20 FTEs.

FIGURE 19

Median Number of Contributions Full-Time Equivalents (FTEs), Industry Breakdown, 2016



N=210

FOUNDATIONS

FOUNDATION SUMMARY FIGURES

In 2016, 78% of companies reported having a corporate foundation or a trust (N=258).

Among companies that reported having a foundation, the median amount of foundation cash giving was $6.13 million. On average, foundation cash giving represented half of their total cash giving and 42% of total giving (see page 15 for more on giving by funding type), underscoring the role that corporate foundations play in corporate giving.

The industries that allocate the highest percentage of total giving through foundation cash, among companies that reported having a foundation are:

Industry	Foundation Cash Giving as a % of Total Giving, Average Percentages, 2016	Foundation Cash Giving (in US$ Millions), Medians, 2016
Financials, n=54	54%	$6.75
Materials, n=9	52%	$6.07
Industrials, n=17	52%	$5.71
Consumer Discretionary, n=22	45%	$4.89

FOUNDATION TRENDS

A higher proportion of companies within certain industries, such as Utilities and Health Care, continued to have a foundation, compared to other industries that closed or restructured their foundations.

For over a decade, CECP has closely followed and collected data on the enduring legacies of the world's largest corporations and their foundations. Despite the public emphasis that corporate foundations may be sun-setting or closing down, CECP data show that the corporate sector is experiencing overall stability.

For example, in a three-year matched set of 212 companies between 2014 and 2016, for every corporation that closed its foundation, another corporation launched or added a new one.

Coupled with companies that are recalibrating their corporate foundation strategies and structures, whether due to a merger, divestiture, or acquisition, the corporate foundation sector is constantly evolving while also looking for the model that works best to maintain its grantmaking effectiveness.

INCREASING FOUNDATIONS' IMPACT

There are many benefits to having a corporate foundation. Foundations help to consolidate philanthropic activities, direct community impact beyond typical marketing sponsorships, allow for consistency and greater control of giving, establish accountability due to a separate board of directors, provide tax efficiencies, and enhance a "foundation" brand recognition for the company.

Corporations may prefer to run their giving structure directly, as opposed to a foundation, as this may allow more room to lever their brand and align business priorities.

Whichever structure a corporation or a corporate foundation may have, there are many strategic tools for practitioners, such as the FSG and CECP Toolkit *Simplifying Strategy*. This resource equips corporate leaders to evaluate across three areas:

1. Intent Matrix tool ("Why and how have we been doing this?")

2. Issue Monitor tool ("Which issues should we prioritize?")

3. Impact Models tool ("How should we carry out our selected priority issues?")

For more information, visit http://cecp.co/reports/simplifying-strategy.

FIGURE 20

Key Metrics on Foundations, 2016

INDUSTRY		Percentage of Companies that Have a Foundation/Trust	Foundation Cash Giving as a Percentage of Total Cash Giving Among Companies that Reported Having a Foundation, Average Percentages, 2016
All Companies	**N=258**	**78%**	**51%**
Utilities	n=19	89%	40%
Health Care	n=34	85%	44%
Financials	n=66	82%	59%
Materials	n=11	82%	57%
Consumer Discretionary	n=27	81%	53%
Industrials	n=22	77%	67%
Consumer Staples	n=25	76%	49%
Technology	n=30	73%	51%
Communications	n=13	62%	19%
Energy	n=11	45%	25%

MANAGEMENT AND PROGRAM COSTS

GRANTMAKING COSTS

In 2016, the median management and program costs were the equivalent of 7% of a company's total giving and 9% of a company's total cash contributions (n=92). The median management and program costs per contribution staff team member was $188,065 in 2016. In the *Giving in Numbers* Survey, respondents reported management and program costs associated with giving in three categories:

› Compensation: Staff salaries and benefits for all contributions FTEs.

› Programmatic expenses: Funds used to support specific grants, such as office supplies, postage, travel, printing, and catering.

› Operating expenses/overhead: The cost of day-to-day operations for philanthropy at the company or foundation and not associated with specific grants. Examples include software fees, travel to industry conferences, and contracting outside vendors.

These costs are not included in total giving. Full descriptions can be found in CECP's Valuation Guide.

YEAR-OVER-YEAR TRENDS

Median management and program costs for the matched set of companies participating in this study (n=45) increased by 19% between 2014 and 2016 (adjusting for inflation):

› 2014: $1.75 million

› 2015: $2.18 million

› 2016: $2.09 million

Median ratios of management and program costs as a percentage of total cash contributions in the same matched set of companies increased between 2014 and 2016:

› 2014: 9.3%

› 2015: 10.8%

› 2016: 9.7%

Management and program costs may have increased as corporations may have spent more resources in more FTEs and more sophisticated tracking and reporting of employee engagement programs. Supporting this is the finding that the percentage of companies measuring the business value of employees' participation in volunteer programs has increased in a three-year matched set of companies, from 28% to 30%.

ECONOMIES OF SCALE WITH COSTS

Figure 21 shows median management and program costs as a percentage of total giving, broken down by 2016 total giving tiers. Companies with larger giving budgets tend to have lower management and program costs in relation to total giving. Figure 22 shows that management and program costs are substantially lower for companies with larger revenues. Data reflecting management and program costs as a percentage of total giving broken down by employee number tiers showed that companies with fewer than 10,000 employees had higher costs in relation to total giving (21%) compared to larger companies with more than 100,000 employees (8%). These findings together suggest that companies with more revenues, employees, and therefore larger giving budgets may also have larger resources to manage their contributions logistics, such as grants-management software, which can help contributions staff attain more efficiencies with program management.

FIGURE 21

Management and Program Costs as a Percentage of Total Giving, By Total Giving Tiers, 2016

TOTAL GIVING TIERS		Average Management Costs as a % of Total Giving
Over $100 Million	n=11	4%
$50+ to $100 Million	n=13	4%
$25+ to $50 Million	n=12	8%
$15+ to $25 Million	n=12	16%
$10+ to $15 Million	n=10	10%
$5 to $10 Million	n=16	23%
Under $5 Million	n=18	26%

N=92

FIGURE 22

Management and Program Costs as a Percentage of Total Giving, By Revenue Tiers, 2016

REVENUES		Average Management Costs as a % of Total Giving
Over $100 Billion	n=7	6%
$50+ to $100 Billion	n=4	8%
$25+ to $50 Billion	n=14	13%
$15+ to $25 Billion	n=14	18%
$10+ to $15 Billion	n=16	13%
$5 to $10 Billion	n=16	15%
Under $5 Billion	n=15	20%

N=86

Appendices

TOOLS FOR BENCHMARKING

USING THIS REPORT

Giving in Numbers is the industry-leading tool for corporate giving professionals, providing accurate contextual data and methods for assessing the scope and scale of their societal engagement.

This section of the report includes:

- Instructions for Benchmarking
- A Year-Over-Year Giving Template

THE BENEFITS OF BENCHMARKING

- Present your company's historical contributions in preparation for budget discussions.
- Contextualize corporate contributions within broader industry and peer group trends to identify alignment and differences.
- Highlight opportunities for new corporate community investment programs or policies.
- Make the business case for increased levels or types of funding support.

STEP 1. Gather and Record Your Company's Year-Over-Year Data

The template on the next page helps you to create a high-level snapshot of your company's year-over-year corporate contributions. Complete as many sections as are relevant to your goals.

STEP 2. Identify Internal Trends

Many insights can be gleaned by simply looking at which elements of giving rose or fell year-over-year. For example:

Revenue, Pre-Tax Profit, and Employees: *By how much will recent changes in profit affect your philanthropy budget?*

Total Giving: *Are some types of giving on the rise while others are steady or declining?*

Employee Engagement: *Have changes in program offerings influenced the participation rate of employees in volunteer and matching-gift programs?*

International Giving: *Is giving abroad rising as your company expands globally?*

STEP 3. Compare Against External Trends in the Report Findings

Use this template to compare against findings throughout this report.

Total Giving: *What type of giving at your company changed the most and how does that relate to other companies that increased or decreased giving?*

Employee Engagement: *How engaged are your employees compared to those at other companies? Is your company competitive in its offerings to employees?*

Program Area: *How is your company's allocation across program areas similar to or different from the allocations made by other companies in your industry?*

International Giving: *Does your company give in the international regions in which it does business?*

STEP 4. Build External Comparisons from the Benchmarking Tables

The four benchmarking tables on pages 35 and 36 enable you to compare your company's total giving performance to others'. The tables are sorted by industry and revenue tiers. In these tables, 2016 revenue and pre-tax profit figures are used in all calculations. Medians and top quartiles are calculated on a column-by-column basis for each row; therefore, the data in each row are not necessarily from the same company.

KEY QUESTIONS TO ANSWER:

Total Giving (Line 7)

Is the total dollar value of your company's giving above or below the median values you have generated from each table? How does it compare to the top quartile? Is there an opportunity to make the case for a budget increase?

Giving Metrics (Lines 11-14)

How does your company's ratio on each of these metrics compare to the median across all companies? How does it compare to the top quartile? Within your industry? Within companies of similar size and scale?

YEAR-OVER-YEAR GIVING TEMPLATE

Use the following template to create a high-level snapshot of your company's year-over-year total giving.

LINE #	CORPORATE FINANCIAL INFORMATION	2015	2016	Change	
1	Revenue	$	$	%	
2	Pre-Tax Profit	$	$	%	
3	Number of Employees			%	
	TOTAL GIVING				**2016 BENCHMARK**
4	Direct Cash	$	$	%	
5	Foundation Cash	$	$	%	
6	Non-Cash	$	$	%	
7	TOTAL	$	$	%	
	EMPLOYEE ENGAGEMENT				
8	Matching-Gift Contributions	$	$	%	
9	Number of Volunteer Programs Offered			%	
10	Volunteer Participation Rate	%	%	%	
	GIVING METRICS				
11	Total Giving ÷ Revenue	%	%	%	
12	Total Giving ÷ Pre-Tax Profit	%	%	%	
13	Total Cash ÷ Revenue	%	%	%	
14	Matching Gifts ÷ Total Cash Giving	%	%	%	
	GIVING BY PROGRAM AREA				
15	Civic & Public Affairs	$	$	%	
16	Community & Economic Development	$	$	%	
17	Culture & Arts	$	$	%	
18	Disaster Relief	$	$	%	
19	Education: Higher	$	$	%	
20	Education: K-12	$	$	%	
21	Environment	$	$	%	
22	Health & Social Services	$	$	%	
23	Other	$	$	%	
24	TOTAL	$	$	%	
	GIVING BY GEOGRAPHY				
25	Domestic Giving	$	$	%	
26	International Giving	$	$	%	
27	TOTAL	$	$	%	
	MEASURING IMPACT				
28	Social Result from an Exemplary Employee Engagement Program				
29	Business Result from an Exemplary Signature Program				

2016 INDUSTRY BENCHMARKING TABLES

Companies are categorized by industry following the Bloomberg Industry Classification Standard (BICS).

MEDIANS BY INDUSTRY

		Revenue		Pre-Tax Profit		
	Median Total Giving (in US$ Millions)	Median Total Giving as a % of Revenue	Median Total Cash Giving as a % of Revenue	Median Total Giving as a % of Pre-Tax Profit	Median Total Cash Giving as a % of Pre-Tax Profit	Median Matching Gifts as a % of Total Cash Giving
All Companies, n=258	18.94	0.13%	0.09%	0.91%	0.69%	12.53%
Fortune 100 Companies, n=67	59.15	0.10%	0.08%	0.95%	0.68%	14.49%
Communications, n=13	54.03	0.20%	0.07%	1.32%	0.47%	6.67%
Consumer Discretionary, n=27	16.14	0.09%	0.06%	0.79%	0.75%	15.06%
Consumer Staples, n=25	50.02	0.20%	0.09%	1.04%	0.66%	7.76%
Energy, n=11	12.94	0.07%	0.07%	0.98%	0.94%	13.27%
Financials, n=66	13.94	0.10%	0.10%	0.85%	0.83%	14.18%
Health Care, n=34	22.39	0.15%	0.07%	0.89%	0.55%	9.24%
Industrials, n=22	22.63	0.10%	0.08%	0.95%	0.72%	8.65%
Materials, n=11	11.47	0.12%	0.11%	0.78%	0.69%	13.78%
Technology, n=30	17.51	0.19%	0.11%	0.85%	0.54%	24.14%
Utilities, n=19	17.37	0.14%	0.14%	0.95%	0.94%	7.02%

TOP QUARTILE BY INDUSTRY

		Revenue		Pre-Tax Profit		
	Top Quartile Total Giving (in US$ Millions)	Top Quartile Total Giving as a % of Revenue	Top Quartile Total Cash Giving as a % of Revenue	Top Quartile Total Giving as a % of Pre-Tax Profit	Top Quartile Total Cash Giving as a % of Pre-Tax Profit	Top Quartile Matching Gifts as a % of Total Cash Giving
All Companies, n=258	52.96	0.22%	0.16%	1.70%	1.18%	21.39%
Fortune 100 Companies, n=67	137.51	0.22%	0.15%	1.99%	1.13%	22.49%
Communications, n=13	257.50	0.63%	0.15%	3.12%	0.65%	19.62%
Consumer Discretionary, n=27	29.77	0.21%	0.14%	1.68%	1.11%	20.68%
Consumer Staples, n=25	99.44	0.30%	0.14%	5.34%	1.18%	12.77%
Energy, n=11	27.06	0.18%	0.15%	12.26%	9.11%	24.30%
Financials, n=66	50.15	0.20%	0.18%	1.14%	1.14%	23.09%
Health Care, n=34	113.08	0.71%	0.20%	6.03%	1.23%	15.81%
Industrials, n=22	36.27	0.14%	0.11%	1.38%	1.38%	26.20%
Materials, n=11	48.38	0.22%	0.20%	1.35%	1.35%	18.16%
Technology, n=30	48.39	0.63%	0.19%	2.48%	0.90%	35.46%
Utilities, n=19	26.60	0.19%	0.18%	1.94%	1.92%	13.97%

Note: Companies with incomplete data for pre-tax profits and revenue are included in the applicable calculations to determine the "All Companies" data of each benchmarking table, but not in the subsequent rows of each benchmarking table. These benchmarking tables are calculated based on direct cash, foundation cash, non-cash, and additional uncategorizable contributions as collected in Question II.A of the Giving in Numbers *Survey.*

2016 REVENUE SIZE BENCHMARKING TABLES

Companies' 2016 financial information is pulled systematically from the Bloomberg database.

MEDIANS BY REVENUE SIZE

		Revenue		Pre-Tax Profit		
	Median Total Giving (in US$ Millions)	Median Total Giving as a % of Revenue	Median Total Cash Giving as a % of Revenue	Median Total Giving as a % of Pre-Tax Profit	Median Total Cash Giving as a % of Pre-Tax Profit	Matching Gifts as a % of Total Cash Giving
All Companies, n=258	18.94	0.13%	0.09%	0.91%	0.69%	12.53%
Fortune 100 Companies, n=67	59.15	0.10%	0.08%	0.95%	0.68%	14.49%
Revenue > $100 bn, n=15	70.55	0.04%	0.04%	0.57%	0.42%	17.04%
$50 bn < Revenue ≤ $100 bn, n=29	80.78	0.13%	0.08%	0.95%	0.68%	13.82%
$25 bn < Revenue ≤ $50 bn, n=39	46.29	0.13%	0.11%	1.12%	1.00%	12.51%
$15 bn < Revenue ≤ $25 bn, n=41	28.29	0.14%	0.10%	1.09%	0.81%	6.12%
$10 bn < Revenue ≤ $15 bn, n=39	13.23	0.11%	0.09%	0.62%	0.57%	11.39%
$5 bn < Revenue ≤ $10 bn, n=42	8.10	0.12%	0.08%	0.90%	0.64%	12.97%
Revenue ≤ $5 bn, n=32	5.23	0.15%	0.12%	0.89%	0.76%	13.78%

TOP QUARTILE BY REVENUE SIZE

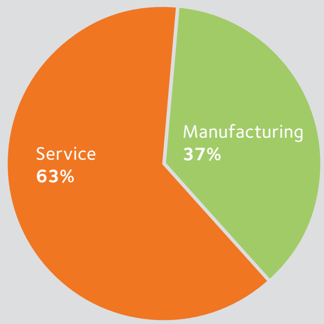
		Revenue		Pre-Tax Profit		
	Top Quartile Total Giving (in US$ Millions)	Top Quartile Total Giving as a % of Revenue	Top Quartile Total Cash Giving as a % of Revenue	Top Quartile Total Giving as a % of Pre-Tax Profit	Top Quartile Total Cash Giving as a % of Pre-Tax Profit	Top Quartile Matching Gifts as a % of Total Cash Giving
All Companies, n=258	52.96	0.22%	0.16%	1.70%	1.18%	21.39%
Fortune 100 Companies, n=67	137.51	0.22%	0.15%	1.99%	1.13%	22.49%
Revenue > $100 bn, n=15	119.40	0.10%	0.05%	0.91%	0.74%	28.33%
$50 bn < Revenue ≤ $100 bn, n=29	208.40	0.28%	0.17%	2.29%	1.01%	24.49%
$25 bn < Revenue ≤ $50 bn, n=39	80.85	0.23%	0.17%	2.30%	1.76%	19.43%
$15 bn < Revenue ≤ $25 bn, n=41	53.82	0.27%	0.18%	2.69%	1.39%	20.44%
$10 bn < Revenue ≤ $15 bn, n=39	26.60	0.21%	0.17%	1.32%	1.09%	22.82%
$5 bn < Revenue ≤ $10 bn, n=42	13.87	0.22%	0.15%	1.57%	1.05%	26.45%
Revenue ≤ $5 bn, n=32	8.84	0.25%	0.16%	1.31%	1.22%	21.82%

Note: Companies with incomplete data for pre-tax profits and revenue are included in the applicable calculations to determine the "All Companies" data of each benchmarking table, but not in the subsequent rows of each benchmarking table. These benchmarking tables are calculated based on direct cash, foundation cash, non-cash, and additional uncategorizable contributions as collected in Question II.A of the Giving in Numbers *Survey. Rows with revenue tiers are calculated based on companies' revenue availability; therefore, the sample sizes of all revenue tiers do not necessarily add up to 258.*

FISCAL YEAR 2016 SURVEY RESPONDENT PROFILE

TOTAL GIVING	Number of Companies
Over $100 Million	33
$50+ to $100 Million	36
$25+ to $50 Million	41
$15+ to $25 Million	33
$10+ to $15 Million	28
$5 to $10 Million	39
Under $5 Million	48

Giving: Total giving per company ranged from $0.44 million to $2.24 billion. Median total giving in 2016 was $18.94 million.



Classification: Of the 258 survey respondents, there were more Service companies (163) than Manufacturing companies (95), due to the large number of participating Financials companies.

INDUSTRY	Number of Companies
Communications	13
Consumer Discretionary	27
Consumer Staples	25
Energy	11
Financials	66
Health Care	34
Industrials	22
Materials	11
Technology	30
Utilities	19

Industry: The *Giving in Numbers* Survey uses ten sectors ("industries") from the Bloomberg Industry Classification Standard (BICS) to classify companies into distinct industry groups. To be included in an industry-specific figure, an industry must be represented by at least five company responses.

PRE-TAX PROFIT	Number of Companies
Over $10 Billion	23
$5+ to $10 Billion	30
$3+ to $5 Billion	29
$2+ to $3 Billion	23
$1+ to 2 Billion	50
$0 to $1 Billion	58
Under $0	20
Not Reported	25

Pre-Tax Profit: 2016 pre-tax profits ranged from losses to profit of $34.54 billion. Privately held companies were not required to submit pre-tax profit data. The median pre-tax profit among participants (including those reporting a loss) was $1.51 billion.

REVENUE	Number of Companies
Over $100 Billion	15
$50+ to $100 Billion	29
$25+ to $50 Billion	39
$15+ to $25 Billion	41
$10+ to $15 Billion	39
$5 to $10 Billion	42
Under $5 Billion	32
Not Reported	21

Revenue: 2016 revenues for survey participants ranged from $1.20 billion to $485.87 billion. Privately held companies were not required to submit revenue data. The median revenue among participants was $15.9 billion.

NUMBER OF EMPLOYEES	Number of Companies
Over 100,000	44
50,001 to 100,000	42
30,001 to 50,000	40
20,001 to 30,000	20
10,000 to 20,000	48
Under 10,000	51
Not Reported	13

Employees: The total number of employees at participating companies ranged from 77 to 2.3 million. The median number of employees in the 2016 sample was 31,000.

RESPONDENT LISTING BY INDUSTRY

258 companies, listed below, took part in the 2017 survey, creating an unsurpassed tool for setting budgets and strategy. 2014 to 2016 matched-set companies are in boldface. The top 100 companies in the Fortune 500 are noted with a †. The number following each company's name indicates the number of years that the company has completed the *Giving in Numbers* Survey.

COMMUNICATIONS (n=13)

AOL (5)
AT&T Inc.† (6)
Comcast Corporation † (1)
Discovery Education (5)
Google Inc. † (7)
Ogilvy & Mather (11)
Pearson plc (12)
Roshan Telecom Development Company of Afghanistan Corp. (2)
Time Warner Inc. † (16)
Verizon Communications Inc.† (14)
Viacom Inc. (3)
The Walt Disney Company† (12)
Yahoo! Inc. (2)

CONSUMER DISCRETIONARY (n=27)

Best Buy Co., Inc.† (11)
Carlson (15)
CarMax Business Services, LLC (4)
Coach, Inc. (2)
Darden Restaurants, Inc. (7)
Deloitte Touche Tohmatsu Limited (14)
eBay Inc. (7)
Ecolab Inc. (6)
Ford Motor Company† (3)
Gap Inc. (14)
General Motors† (5)
Hallmark Cards, Inc. (3)
HARMAN International Industries (4)
Herman Miller, Inc. (1)
The Home Depot, Inc. † (15)
Honda North America (6)
Hyatt Corporation (1)
JM Family Enterprises, Inc. (7)
Johnson Controls International plc† (8)
Kohl's Corporation (1)
KPMG LLP (14)
Macy's, Inc. (11)
Marriott International, Inc. (6)
Newell Brands (7)
PwC US (7)
Southwest Airlines Co. (6)
Staples, Inc. (2)

CONSUMER STAPLES (n=25)

Altria Group, Inc. (15)
Campbell Soup Company (6)
Cargill (12)
The Clorox Company (5)
The Coca-Cola Company† (15)
Colgate-Palmolive Company (11)
Constellation Brands, Inc. (2)
CVS Health† (13)
Dollar General (4)
The Estée Lauder Companies Inc. (4)
FEMSA (4)
General Mills, Inc. (12)
The Hershey Company (13)
Kellogg Company (5)
Kimberly-Clark Corporation (11)
Land O'Lakes, Inc. (4)
McCormick & Company, Incorporated (6)
Mondelez International (1)
Newman's Own (5)
PepsiCo† (12)
Philip Morris International (8)
The Procter & Gamble Company† (8)
Target† (15)
Unilever PLC (2)
Wal-Mart Stores, Inc.† (13)

ENERGY (n=11)

Chevron Corporation† (16)
CITGO Petroleum Corporation (7)
ConocoPhillips† (11)
Devon Energy Corporation (3)
Hess Corporation (10)
Marathon Petroleum Corporation† (3)
Phillips 66† (4)
QEP Resources (3)
Spectra Energy (5)
Suncor Energy (3)
TransCanada Corporation (5)

FINANCIALS (n=66)

Allstate Corporation† (12)
American Express† (12)
American International Group, Inc.† (7)
Ameriprise Financial, Inc. (6)
Assurant, Inc. (1)
AXA US (9)
Bank of America Corporation† (16)
Barclays (7)
BBVA (9)
BNY Mellon (12)
Capital One Financial Corporation (9)
CBRE (3)
The Charles Schwab Corporation (4)
Chubb (1)
Citigroup Inc.† (14)
Citizens Bank (11)
Comerica Incorporated (2)
Credit Suisse (4)
CSAA Insurance Group, a AAA Insurer (4)
Deutsche Bank (13)
Equinix, Inc. (2)
FIS (2)
Genworth Financial, Inc. (11)
The Goldman Sachs Group, Inc.† (14)
Great West Financial (1)
The Guardian Life Insurance Company of America (8)
The Hartford (10)
HSBC Bank North America Holdings, Inc. (13)
JPMorgan Chase & Co.† (16)
KeyCorp (6)
Legg Mason, Inc. (9)
Lincoln Financial Group (6)
Macquarie Group (6)
Massachusetts Mutual Life Insurance Company † (9)
MasterCard (12)
MetLife, Inc.† (13)
Morgan Stanley† (15)
Mutual of Omaha Insurance Company (4)
Nationwide Insurance† (6)
Neuberger Berman (6)
New York Life Insurance Company† (9)
Northern Trust Corporation (5)
Northwestern Mutual† (7)
PayPal (2)
The PNC Financial Services Group, Inc. (12)
Popular, Inc. (8)
Principal Financial Group (11)
Prudential Financial, Inc.† (13)
Royal Bank of Canada (7)
Securian Financial Group (2)
State Farm Mutual Automobile Insurance Company† (13)

RESPONDENT LISTING BY INDUSTRY CONTINUED

Synchrony Financial (2)
T. Rowe Price Group, Inc. (6)
TD Ameritrade Holding Corporation (1)
Thrivent Financial (2)
The Travelers Companies, Inc. (11)
UBS (10)
U.S. Bancorp (6)
Unum Group (3)
USAA (3)
Vanguard (5)
Visa Inc. (4)
Voya Financial, Inc. (10)
Wells Fargo & Company† (15)
Welltower Inc. (3)
The Western Union Company (11)

HEALTH CARE (n=34)

Abbott (11)
Aetna Inc.† (15)
Agilent Technologies, Inc. (13)
AmerisourceBergen Corporation† (1)
Amgen Inc. (7)
Anthem, Inc.† (11)
AstraZeneca (2)
Baxter International Inc. (3)
BD (11)
Boston Scientific Corporation (6)
Bristol-Myers Squibb Company (16)
Cardinal Health, Inc.† (9)
CIGNA† (8)
Danaher Corporation (3)
DaVita Healthcare Partners, Inc. (8)
Edwards Lifesciences Corp. (2)
Eli Lilly and Company (16)
Express Scripts, Inc.† (8)
Genentech (4)
GSK (15)
HCA Inc.† (12)
Humana Inc.† (8)
Johnson & Johnson† (14)
Kaiser Permanente (6)
McKesson Corporation† (13)
Medtronic Plc (8)
Merck & Co., Inc. Kenilworth, NJ, USA† (13)
Novo Nordisk Inc. (5)
Pfizer Inc.† (14)
Quest Diagnostics Incorporated (8)
Regeneron Pharmaceuticals, Inc. (2)
Sabin Laboratory (4)
UnitedHealth Group† (11)
WellCare (1)

INDUSTRIALS (n=22)

The Boeing Company† (10)
Caterpillar Inc.† (9)
CSX Transportation, Inc. (8)
Cummins Inc. (5)
Emerson Electric Co. (12)
FedEx Corporation† (9)
Fluor Corporation (5)
General Electric Company† (15)
Honeywell International Inc.† (6)
Illinois Tool Works Inc. (9)
John Deere† (7)
Lockheed Martin Corporation† (10)
Mitsubishi Corporation (Americas) (13)
Northrop Grumman Corporation (10)
PACCAR Inc. (7)
Raytheon Company (7)
Rockwell Automation, Inc. (6)
Rockwell Collins, Inc. (7)
Siemens Corporation (4)
Toshiba America, Inc. (5)
United Technologies† (14)
UPS† (6)

MATERIALS (n=11)

3M† (12)
Bemis Company, Inc. (5)
The Dow Chemical Company† (13)
FMC Corporation (8)
Monsanto Company (5)
The Mosaic Company (8)
Owens Corning (6)
Praxair, Inc. (8)
Vale (6)
Votorantim Group (5)
Vulcan Materials Company (7)

TECHNOLOGY (n=30)

Adobe (9)
Applied Materials, Inc. (8)
Autodesk, Inc. (5)
Booz Allen Hamilton Inc. (4)
Broadridge Financial Solutions, Inc. (3)
CA Technologies (10)
Cisco Systems† (16)
Corning Incorporated (6)
Dell USA L.P. (11)
IBM Corporation† (15)
IHS Markit (4)
Intel Corporation† (10)
Intuit Inc. (1)
Microsoft Corporation† (10)
Moody's Corporation (12)
Motorola Solutions, Inc. (4)
NCR Corporation (3)
Nielsen Holdings plc (3)
NVIDIA Corporation (5)
Pitney Bowes Inc. (10)
Qualcomm Incorporated (11)
S&P Global Inc. (15)
Salesforce (12)
Samsung Electronics America, Inc. (6)
SAP AG (5)
Symantec Corporation (8)
Synopsys, Inc. (5)
Tata Consultancy Services (2)
Texas Instruments Incorporated (9)
VMware (1)

UTILITIES (n=19)

Ameren Corporation (4)
American Electric Power Company, Inc. (7)
CenterPoint Energy, Inc. (4)
Consolidated Edison, Inc. (16)
Dominion Energy (7)
DTE Energy Company (5)
Duke Energy Corporation (11)
Entergy Corporation (12)
Exelon Corporation† (10)
FirstEnergy (8)
Florida Power & Light Company (1)
NRG Energy (4)
PG&E Corporation (12)
Public Service Enterprise Group Incorporated (9)
Sempra Energy (11)
Southern California Edison (12)
Southern Company (6)
TECO Energy, Inc. (8)
Vectren Corporation (3)

CALCULATIONS AND DEFINITIONS

CALCULATIONS

CALCULATION TERMINOLOGY

Aggregate Values

An aggregate value is the straight sum of all of the values in a calculation. For example, aggregate total giving is the sum of the total giving of all companies participating in the survey. In the 2017 *Giving in Numbers* Survey, this amounted to more than $20.7 billion.

Average Percentage

An average percentage is used in place of an aggregate percentage to preserve the relative proportions of giving for each company. To calculate average percentage, each individual company's giving is first translated into percentages. Then, percentages across all companies are averaged. Average percentages for an industry do not indicate the magnitude of giving relative to other industries.

Distributions

Some figures in this report group companies into categories based on how much their pre-tax profits or total giving changed from one year to the next. It is extremely rare that a company falls exactly on the threshold between one category and the next. In instances when this does occur, the report conservatively lists the company in the lower range.

Median

When a group of numbers is sorted from highest to lowest, the median value is the number in the middle of the list. If the list has an even number of entries, the median is the average of the middle two figures. Medians are used in calculations because they are less sensitive to extreme values than averages, which can be skewed by very high or very low values.

Quartiles

When numbers are sorted from highest to lowest, the first (or top) quartile is the group in the list higher than 75% of other values in the list. The bottom quartile is the group in the list higher than 25% of other values in the list. "Top quartile" refers to the minimum value to enter the group higher than 75% of other values.

SAMPLE SIZE MATTERS

Throughout the report, the convention "N=" or "n=" indicates the number of companies used in each calculation. "N" refers to the total sample size for that analysis, whereas "n" denotes a segment of the total sample size. The number will vary from one figure or data point to the next because respondents do not necessarily answer every question in the survey. This happens when a company either does not participate in the type of philanthropy in question (for example, if a company does not have an employee-volunteer program) or when the company does not have the data needed to respond.

To analyze specific trends from one year to the next, this study relies on matched-set data, which is the data from companies that participate in the *Giving in Numbers* Survey over consecutive years. The sample sizes for figures based on matched sets are always lower than the total number of companies responding in 2016 because companies that have not completed the survey each year from 2014 to 2016 will not be used to identify year-over-year trends.

In some cases, identifying specific trends requires the exclusion of certain data, resulting in different outcomes for the same data point. For example, median total giving across all companies in 2016 was $18.9 million (based on 258 surveys), while the same data point across the three-year matched set was $21.2 million (based on 209 survey participants). For this reason, it is helpful to note which years (and how many participants) are included in the computations behind each figure.

Data for "all companies" are shown in several figures throughout the report, along with an industry breakdown. There are a few cases of underrepresented industries excluded from the specific breakdowns; the companies within these industries are included in the "all companies" aggregate. This causes the sample sizes for the breakdown to sum to a lower number than the sample size for the "all companies" aggregate.

TOTAL GIVING

The *Giving in Numbers* Survey defines total giving as the sum of three types of giving:

- **Direct Cash:** Corporate giving from either headquarters or regional offices.
- **Foundation Cash:** Corporate foundation giving.
- **Non-Cash:** Product or Pro Bono Services assessed at Fair Market Value.

Download a free *Giving in Numbers* Valuation Guide at: http://cecp.me/2g7xuv5

WHAT'S IN, WHAT'S OUT?

The 2017 *Giving in Numbers* Survey defines a qualified contributions recipient using the Global Guide Standard, which holds for all types of giving recorded in the CECP Survey. This transition came at the end of the three-year period over which CECP developed the guide. Ninety percent of respondents in 2015 reported their total giving figures were not and would not be impacted using the new Global Guide Standard. Based on this, historic giving data for all companies within CECP's dataset were left unchanged.

"Qualified recipients" are those organizations that meet all three of the following Global Guide criteria:

1. They are formally organized; and
2. They have a charitable purpose; and
3. They never distribute profits.

For more information, refer to details of the Global Guide Standard.

Contributions not included in total giving:

- Giving made with expectation of full or partial repayment or direct benefit to the company.
- Giving to political action committees, individuals, or any other non-charitable organizations.
- Management and program costs or the value of volunteer hours.

- Contributions from employees, vendors, or customers. While many companies solicit funds from customers or employees, total giving includes only funds tied directly to a company's financial assets. Funds raised from employees or other stakeholders (e.g., customers) are reported in the Philanthropic Leverage section. For multi-year grants, only the portion of the grant actually paid in the fiscal year examined by the survey is included, not its total, multi-year value.

DEFINITIONS

FORTUNE 100 COMPANIES

Compiled and published by Fortune Magazine, the FORTUNE 500 is an annual ranking of the top 500 American public corporations as measured by gross revenue. This report refers to the largest, or top, 100 companies from the FORTUNE 500 as America's Largest Companies.

FAIR MARKET VALUE (FMV)

The *Giving in Numbers* Survey values non-cash gifts (or in-kind, product donations) at FMV, which is defined by the IRS as the price that inventory, products, or certain professional services would sell for on the open market between a company and its direct customers/clients.

In other words, FMV is the price that a buyer would pay a seller. If a restriction is applied to the use of inventory or products donated, the FMV must reflect that restriction. Products and services should not be included as giving if the company is financially compensated for the contribution in any way. Thus, tiered pricing for schools or nonprofit organizations should not be reported as overall giving in the survey (including the difference between the reduced price and the FMV).

FISCAL YEAR

The *Giving in Numbers* Survey asks companies to report total contributions on a fiscal year basis (end date for 12 months of data). For most companies, this is 12/31/2016 or the end of the income tax reporting year if not following calendar year convention. If the corporate or foundation giving year ends before the end of the calendar year, the earlier date is used. If the last day of the corporate giving year is different from the last day of the foundation giving year, the latter date of the two is to be used. The 2017 *Giving in Numbers* Survey collected data on companies' fiscal year 2016.

FULL-TIME EQUIVALENT (FTE) STAFF

The *Giving in Numbers* Survey defines contributions FTE staff as those who contribute, through oversight or direct involvement, to at least one of the following initiatives or programs:

- Corporate or foundation giving (including Workplace-Giving Campaigns, matching, and in-kind giving).
- Employee volunteering.
- Community or nonprofit relationships.
- Community and economic development.
- Communications, media relations, sponsorships, administration, or public relations focused on community affairs, contributions, or volunteering.
- Sponsorships related to corporate giving.
- Administration related to community affairs, contributions, and volunteering.

To be counted, a contributions FTE must spend at least 20% of his or her time either:

- Working directly in "Corporate Community Affairs" or a similarly named department such as "Community Relations," "External Affairs," etc.;
- Working for the "Corporate Foundation(s)"; or
- Working in a branch office, retail store, local or regional business unit, or other non-headquarters/non-foundation location, but having corporate giving or volunteer coordination included in his or her job description.

Additional Eligibility:

- Include any contract employees who assist with the management or execution of the above initiatives.
- Include managerial staff (e.g., those who may have permanent or periodic supervisory responsibilities in each area).
- Include executive assistants and any year-round interns who support and make meaningful contributions to the functions listed above.

A staff member spending a fraction of his or her time in such a capacity is recorded as the decimal equivalent of that fraction. For example, someone who spends 50% of his or her working time on corporate giving is 0.5 of a contributions FTE.

INTERNATIONAL GIVING

The *Giving in Numbers* Survey inquires as to how total giving is distributed among domestic and international end-recipients.

Geography of End-Recipient: Domestic refers to the company's headquarters country and international refers to anywhere outside of the company's headquarters country. Geography refers to the location of the end-recipient and not the location of the nonprofit.

Regional Breakdowns: Regions are categorized based on the United Nations Statistics Division Codes.

- Asia and the Pacific: Asia – includes all countries in Eastern Asia, Central Asia, South-Eastern Asia, Southern Asia (with the exception of Iran), and also includes the following five countries from Western Asia: Armenia, Azerbaijan, Cyprus, Georgia, and Turkey. Oceania – includes Australia, New Zealand, Melanesia, Micronesia, and Polynesia.
- Europe: Includes all countries in Eastern Europe, Northern Europe, Southern Europe, and Western Europe.
- Latin America and the Caribbean: Includes all countries in the Caribbean, Central America and Mexico, and South America.

- Middle East and Africa: Africa – includes all countries in Eastern Africa, Middle Africa, Northern Africa, Southern Africa, and Western Africa. Western Asia – includes all countries in Western Asia with the exception of Armenia, Azerbaijan, Cyprus, Georgia, and Turkey. Southern Asia – includes just Iran.
- North America: Includes the United States, Bermuda, Canada, Greenland, Saint Pierre, and Miquelon.

MATCHING-GIFT PROGRAMS

Workplace-Giving Campaigns: Fundraising drives, such as the United Way, which occur for a defined time period in which the company expends time/effort in organizing and obtaining participation.

Year-Round Policy: Giving that is not driven by a specific corporate campaign and which benefits nonprofits. Includes corporate matches of employee payroll deductions if employees sign up at their own discretion throughout the year (not as part of a time-bound, defined campaign).

Dollars for Doers: Corporate or foundation giving to nonprofits in recognition of a certain level (as defined by the company or foundation) of employee-volunteer service to that organization.

Disaster Relief: Matching programs benefitting nonprofit organizations assisting with disaster-related crisis relief, recovery, rebuilding, and/or preparedness for a specific disaster.

PHILANTHROPIC LEVERAGE

For some companies, part of their philanthropy effort includes raising money from employees, customers, suppliers, and/or vendors. This question allows companies to capture the total dollar amount raised from others, a figure not captured elsewhere in this survey.

To include funds in this year's survey, funds must have been raised from formal campaigns meeting the following criteria:

- Corporate Commitment: Campaigns must be company-sponsored, organized by a professional giving officer, and run nationally (at least). Campaigns that occur only in particular offices, regions, or stores are not included.
- Nonprofit Beneficiaries: Recipient organizations of the funds raised must be to a "qualifying recipient."
- What to Exclude: Any contribution provided by the company should not be included here. All corporate contributions to a "qualifying recipient" must meet the guidelines described on page 40.

PRO BONO SERVICES

Pro Bono Services must meet three criteria: 1) formal commitment; 2) employee is performing his or her professional function; and 3) the commitment is made to an end-recipient that is formally organized, has a charitable purpose, and never distributes profits. If companies know the actual hourly rates for employees performing Pro Bono Services, they should use these monetary values. Alternatively, companies can use the suggested rate on the following page.

In most cases, Pro Bono Service directly benefits the nonprofit organization—e.g., by boosting internal operations and capacity-building—rather than the nonprofit's end-recipients. This is consistent with the requirement that Pro Bono Services must be a direct application of an employee's core job description. In some cases, Pro Bono Service benefits individuals served by the nonprofit, but this is rare.

Examples of Pro Bono Services and guidance on valuing Pro Bono Services hours at Fair Market Value can be found in the *Giving in Numbers* Valuation Guide.

PROGRAM EVALUATION

The *Giving in Numbers* Survey asks companies which levels of the logic model are evaluated in their grantmaking. The logic model levels are classified according to the following:

- Inputs: Resources a program deploys (cash, in-kind gifts, etc.).
- Activities: Processes, tools, events, technology, and actions of the program's implementation to bring about intended results.
- Outputs: Direct products of program activities (e.g., types, levels, and targets of services to be delivered by a program).
- Outcomes: Specific changes in program participants' behavior, knowledge, skills, status, and level of functioning.
- Impacts: The change occurring in organizations, communities, or systems as a result of program activities in the long term.

PRIORITY FOCUS AREAS

The survey asks respondents in Question II.D to list in order of priority open ended responses about the top four giving priorities that were most important to their companies (e.g., Youth Development, Entrepreneurship, Financial Literacy, Diversity, Teen Self-Esteem, Reading, Public Safety, Nutrition, Environment, Domestic Violence, Africa, Water Purification, Community Building, etc.).

PROGRAM TYPES

The survey asks respondents to quantify their giving and giving priorities by program type. The program type should reflect the category into which the ultimate end-recipient of the contribution primarily fits, reflecting the "purpose" of the grant rather than the "type" of nonprofit.

For additional guidance on what to include in each of these categories, refer to the Nonprofit Program Classification (NPC) system, developed by the National Center for Charitable Statistics (NCCS). This system is intended to "classify the actual activities of each organization" (http://nccs.urban.org/classification/NPC.cfm).

NCCS offers an online search tool for organizations registered in the United States: http://nccsweb.urban.org/PubApps/search.php. For further assistance, please contact CECP.

CALCULATIONS AND DEFINITIONS CONTINUED

Civic and Public Affairs: Includes contributions to justice and law, state or local government agencies, regional clubs and fraternal orders, and grants to public policy research organizations (e.g., American Enterprise Institute and The Brookings Institution).

Community and Economic Development: Includes contributions to community development (aid to minority businesses and economic development councils), housing and urban renewal, and grants to neighborhood or community-based groups.

Culture and Arts: Includes contributions to museums, arts funds or councils, theaters, halls of fame, cultural centers, television, radio, dance groups, music groups, heritage foundations, and non-academic libraries.

Disaster Relief: Contributions that support preparedness or relief, recovery, and/or rebuilding efforts in the wake of a natural or civil disaster or other emergency hardship situation.

Education, Higher: Includes contributions to higher educational institutions (including departmental, special projects, and research grants); education-related organizations (e.g., literacy organizations and economic education organizations); and scholarship and fellowship funds for higher education students through intermediary organizations and other education centers, foundations, organizations, and partnerships.

Education, K-12: Includes contributions to K-12 educational institutions (including departmental and special projects); education-related organizations (e.g., literacy and economic education organizations); and scholarship and fellowship funds for K-12 students through intermediary organizations and other foundations, organizations, and partnerships. It also includes contributions to programs that support pre-K education.

Environment: Includes contributions to environmental and ecological groups or causes including parks, conservancies, zoos, and aquariums.

Health and Social Services: Includes contributions to United Way and grants to local and national health and human services agencies (e.g., The Red Cross or American Cancer Society), hospitals, agencies for youth development, senior citizens, food banks, and any other health and human services agencies, including those concerned with safety, family planning, and drug abuse.

Other: Contributions that do not fall into any of the main beneficiary categories or for which the recipient is unknown.

STRATEGIC PROGRAM

CECP's Valuation Guide defines a Strategic Program as that strategic philanthropy program that a company evaluates to understand societal outcomes and/or impacts and which also receives more time, money, and management resources than other programs.

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About CECP: The CEO Force for Good

CECP is a CEO-led coalition that believes that a company's social strategy—how it engages with key stakeholders including employees, communities, investors, and customers—determines company success.

Founded in 1999 by actor and philanthropist Paul Newman and other business leaders to create a better world through business, CECP has grown to a movement of more than 200 of the world's largest companies that represent $7 trillion in revenues, $18.6 billion in societal investment, 13 million employees, and $15 trillion in assets under management.

CECP accelerates the work of participating companies through:

EVENTS: CONNECT, LEAD, & LEARN

- Annual CEO Board of Boards convening: 50+ corporate CEOs
- Annual CECP Summit of corporate peers: 250+ senior executives
- ~25 multi-city roundtables, customized meetings, and peer connections: 5-50 executives per event

KNOWLEDGE: WORLD-CLASS KNOWLEDGE, DATA, & RESEARCH

- Customized and online benchmarking through CECP's proprietary database of 10+ years of multi-billion dollar corporate data
- Collect, Compare, Evaluate, Share: every step in the measurement journey
- 60+ primers and resources on key topics in the field
- CEO and executive newsletters, spotlights, case studies, and trends briefs

SUPPORT: UTILIZE TRUSTED COUNSEL & LEADERSHIP BUILDING

- Build, operationalize, communicate, and measure long-term vision, business alignment, and social strategies
- Trusted trends and customized data to influence best practices, business cases, and budgeting
- Synergize your brand, internal/external audiences, and public discourse

TO PARTNER WITH CECP:
Interested companies are invited to find out more by contacting info@cecp.co or +1 212.825.1000

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CECP

THE CEO FORCE
FOR GOOD

5 Hanover Square, Suite 2102
New York, NY 10004
+1 212.825.1000

@CECPTweets

cecp.co